

STRATEGIC RESOURCES & PERFORMANCE MEETING

WEDNESDAY 19 MARCH 2014 AT 10.30 AM

**OAKHAM ROOM, MANSFIELD DISTRICT COUNCIL
CIVIC CENTRE, CHESTERFIELD ROAD SOUTH
MANSFIELD, NOTTINGHAMSHIRE, NG19 7BH**

Membership

Paddy Tipping – Police and Crime Commissioner
Chris Cutland – Deputy Police and Crime Commissioner
Kevin Dennis – Chief Executive, OPCC
Charlie Radford – Chief Finance Officer, OPCC
Chris Eyre – Chief Constable, Notts Police
Sue Fish – Deputy Chief Constable, Notts Police
Steve Jupp – Assistant Chief Constable, Notts Police
Simon Torr - Assistant Chief Constable, Notts Police
Margaret Monckton – ACO Resources, Notts Police

A G E N D A

PART A – 10.30AM – 11.30AM

1. Presentation from Mansfield Partnership Against Crime – Ruth Marlow

BREAK – 11.30 AM – 11.40 AM

PART B – 11.40 AM – 12.45 PM

2. Apologies for absence
3. Declarations of Interest
4. Minutes of the previous meeting held on 22 January 2014
5. Complaints Assurance Report

6. Complaints and Conduct
7. Environmental Management Performance
8. Annual Health and Safety Report 2012 - 2013
9. Learning and Development Programme
10. Work Force Planning
11. Refreshed Police and Crime Plan 2014-18
12. Performance and Insight Report
13. Revenue Budget Management Report 2013 -14: Year to January 2014
14. Period 10 Capital Monitoring and Forecast Report 2013 -2014
15. 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 9670999 extension 801 2005 or email 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 for clarification or advice prior to the meeting.

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

MINUTES OF THE MEETING OF THE
NOTTINGHAMSHIRE POLICE AND CRIME COMMISSIONER
STRATEGIC RESOURCES AND PERFORMANCE MEETING
HELD ON WEDNESDAY 22 JANUARY 2014
AT RETFORD TOWN HALL, 17B THE SQUARE, RETFORD,
NOTTINGHAMSHIRE, DN22 6DB
COMMENCING AT 10.30 AM

MEMBERSHIP

(A – denotes absence)

- Paddy Tipping – Police and Crime Commissioner
- Chris Cutland – Deputy Police and Crime Commissioner
- Kevin Dennis – Chief Executive, OPCC
- Charlie Radford – Chief Finance Officer, OPCC
- Chris Eyre – Chief Constable, Nottinghamshire Police
- A Sue Fish – Deputy Chief Constable, Nottinghamshire Police
- A Steve Jupp – Assistant Chief Constable, Nottinghamshire Police
- A Simon Torr – Assistant Chief Constable, Nottinghamshire Police
- Margaret Monckton – ACO Resources, Nottinghamshire Police

OTHERS PRESENT

- Sara Allmond – Democratic Services, Notts. County Council
- Sallie Blair – Better Times
- Paul Coffey – Nottinghamshire Police
- Nicky Dawson – Nottingham City Council
- David Ebbage – Democratic Services, Notts. County Council
- Laurence Jones – Notts. County Council
- Jim Molley – Interim Chief Finance Officer, OPCC
- Lisa Person – Office Manager, OPCC
- Ian Waterfield – Chief Superintendent, Nottinghamshire Police

PART A

APOLOGIES FOR ABSENCE

Apologies for absence were received from DCC Sue Fish , Steve Jupp and Simon Torr.

DECLARATIONS OF INTEREST

None

MINUTES OF THE PREVIOUS MEETING HELD ON 17 SEPTEMBER 2013

Agreed

CHIEF CONSTABLE'S UPDATE REPORT – JANUARY 2014

Chris Eyre (Chief Constable) introduced the report and updated members of significant and/or notable events within Nottinghamshire Police since September 2013.

Nottinghamshire Police is working hard on the prevention element. A 12 month pilot of Claire's law has ended, very successful pilot. Chief Constable explained that the force is tackling domestic violence as one of its top priorities and the force is one of four that has taken this pilot.

There is work going on the Alcohol Strategy where it is now an integral part of the Substance Misuse Strategy. A reduction in alcohol related and anti-social behaviour will reduce demand upon Nottinghamshire Police and its partners.

The force has launched Operation Graduate, which focuses on student crime, to coincide with the arrival of 60,000 students into Nottingham. This will enable a different approach to help those vulnerable students that need protecting.

Spending money wisely to maximise officers in communities and to improve the times spent there. A number of income generation opportunities have also been launched. In Bassetlaw 'Street-to-suite' which uses special custody vans which transport arrested offenders to police stations with custody cells. 'Track My Crime' will be launched soon where members of the public can track their crime online by logging on to the force website, showing updates and also being able to feed questions to officers.

The force is well ahead with recruitment of officers being trained. These officers will be hitting the streets in a few months' time. Great work going on there.

During discussions the following points were raised:-

- Nottingham is not the only force who is going through difficult times; new ways of working are being introduced to help with the reductions that need to be made.
- Better technology, changed vehicle fleet, making bikes more accessible for officers. The force is going the extra mile to deliver these services.

RESOLVED 2014/001

That the report be noted

PERFORMANCE AND INSIGHT REPORT

Chief Constable Chris Eyre introduced the report to inform the Office of the Police and Crime Commissioner of the key performances headlines for Nottinghamshire Police.

1.4% increase on performance. End of 2013 it was 0.8%, so improvement has been made. Although the current direction of travel is positive it should be noted that the Force remains more than 4,000 offences over the 10% reduction target and it will no longer be possible to meet this target by the end of the performance year.

Crime is increasing; the force has picked up the increase. The overall crime reduction figures will be brought to members at the end of the year. Simon Torr and Simon Jupp have done a lot of work on this.

In terms of geographical performance, the month date-to-date reduction seen at Force level is replicated on both City and County, however as seen last month, the City has recorded the stronger performance with a decrease of 6.4% in November, compared to the County's 2.1% reduction.

The Force is seeing more offenders being brought to justice; we want to maintain that. That will help build confidence with communities and how safe they feel. The quality of service the Force delivers is vital and that will be taken into next year also.

During discussions the following points were raised:-

- Victims of crime will feel much more confident when 'Track My Crime' is launched, that will hopefully make a huge difference.
- Officers are working on new victim scope, this is part of what we need to make together. May organise to contact with victim, they end up confused. Delivery victim focus.
- Shoplifting has increased, Sue Fish leads this, and work has been done on the right way of working in the retail sector. The Force continues to work with the retail premises and partners in an effort to reduce shop thefts, particularly in the premises which are known to suffer from a high number of offences.
- Last week the Force had signed up with the Co-Operative to work with us on shop theft, hopefully more partners will partake in this. If other retailers see the amount of work being done with the Co-op and see positive results, this will hopefully get more partners signed up with us.
- Crime in Bassetlaw is up 2.4%. The force knows where this is and is working hard to resolve it. Most of these offences are 'out of town' stores.

RESOLVED 2014/002

That the report be noted

REVENUE BUDGET MANAGEMENT REPORT 2013-14: YEAR TO NOVEMBER 2013

Margaret Monckton provided an update on the financial position against the 2013-14 Quarter Two Restated budget for the year to November 2013.

Previous Force had underspent, this year, the Force is looking at a slight over spend. Actual net expenditure for the eight months to November 2013 was £132.284m against a restated budget of £131.932m. So an over spend of £0.352m.

Target operating model for the first 4 years of cuts. The Force is investing in change, doing things more efficiently. Have to be more radical to transform services. This model takes longer to develop, this year we are investing money to make it work. Main reason £1.3m overspend. Money won't go into reserve now. Pension costs could be the main reason for this; £3.103m were pension costs. This represented a £0.298m over spend against the restated budget.

An increase of Police Officers which is understandable, to date there are 114 new officers which is 20 more than agreed budget of 94. The restated budget assumes a further 61 new officers for the remainder of the financial year, compared to 63 in the budget.

Work being done looking at efficiency; to help deliver the budget at the end of the year. A 4 year plan to take out cost over the 4 years.

During discussions the following points were raised:-

- Very important what commitments are, quality of service is paramount. To work together and innovatory service for the future.
- Technical officers are working on different model. Not as many stations or front counters. More interaction online, demand on different way.
- Police Staff for Police Officers, demand coming into the force. Go different ways to do things.
- Other forces or partners will do it if they are proposed to work with us. Better quality of I.T, shared workforce.
- Preserving the frontline to help those in the community. Make it I.T enabled.

The Chair wished to change the recommendation to take £1.5m out of reserve which was agreed.

RESOLVED 2014/003

That the report be noted

PERIOD 8 CAPITAL MONITORING 2013-2014

Margaret Monckton introduced the report to provide an update on capital expenditure at the end of period 8.

Real benefit transformation of I.T across the region. Going ahead with 3 forces; Leicestershire, Northamptonshire and Nottinghamshire. This has been delayed but a lot of activity in this area now.

RESOLVED 2014/004

That the actual spend of £1.934m against an original budget of £11.626m and a revised Q2 forecast of £8.177m be noted.

EQUALITY, DIVERSITY AND HUMAN RIGHTS PERFORMANCE AND MONITORING

Chief Constable Chris Eyre informed the Strategic Performance & Resources Board of the progress of Nottinghamshire Police in the areas of Equality, Diversity and Human Rights.

He explained that policing with the community is important; to do that, relationships need to be built to be part of that community. It's a way to engage with staff and officers as well. Delivery of a professional service is vital; do things differently. Proportionality work based on their individual needs. An immense amount of work is going on with the equalities commission.

Engagement to communities is vital. 76 applications have been received from minority communities also including eastern European regions. Working with applicants to help and support their process.

A key aspect is the feedback; we want people to respect Police. The feeling from communities is becoming positive. Equality issues and training staff are being given.

If the force receives feedback which is less than positive, we go back and look at that, find out why their experience was not a positive one.

During discussions the following points were raised:-

- Nottinghamshire Police have significantly exceeded its target to reduce the number of young people entering the youth justice system for the first time.
- 28% of our Police Officers are women; in line with the national average of women officers for the Police Service.

- Training is available across the whole force, 'Hearts & Minds' this is developed by a regional team and is accessible to all our staff.

RESOLVED 2014/005

That the progress of Nottinghamshire Police in the areas of Equality, Diversity and Human Rights be noted.

CHIEF FINANCE OFFICER UPDATE ON THE BUDGET PROCESS

Charlie Radford, Chief Finance Officer, OPCC updated the meeting on the process, the associated risks and how these will be managed.

Busy time for us at present, a 4 year long term medium report will be finalised and sent to the Police and Crime Panel.

Single year settlements make longer term financial planning very difficult and the indicative grant for 2015-16 has not been provided by the Home Office. The proposed budget report and supporting reports are being presented to the Police and Crime Panel on 3rd February 2014. The panel will consider these reports when deciding to agree or disagree with the precept proposal. We are asking for a maximum instead of definitive amount.

The Chair explained that this shows the difficulties of 2 governments. 90 extra officers might be in the budget. The budget next year is not as ambitious, there will be an announcement regarding front counters in the Meadows and Eastwood area. Figures for calling in have risen from 36 to 50 per month in those areas. The public can now ring or email police, no need for knocking on the door. Also a smaller number of police stations are being converted to drop in hub stations.

The budget will look around rural crime, greater uniform attendance in rural areas. Informing farmers by text message, explaining what type of crimes are occurring.

RESOLVED 2014/006

That the report be noted.

WORK PROGRAMME

Kevin Dennis introduced the report which provided a programme of work and timetable of meetings for the Strategic Resources and Performance meeting.

RESOLVED 2014/007

That the report be noted.

PART B

PREVENTATION STRATEGY AND WORK WITH TROUBLED/PRIORITY FAMILIES

Presentation by Laurence Jones – Nottinghamshire County Council

Laurence Jones gave a presentation on the County's approach to early help for troubled families with the Youth Services and Youth Offending Service.

The term 'Early Help' comes from Professor Munro which defines as provided both early in life of a child and early in emergence of a problem. Meaning that our services need to work together to provide support to children, young people and families at the earliest opportunity.

The cost of a young person going into care at an early stage is very expensive. 'Early Help' will hopefully police and prevent this from happening to others. Challenge money into intervention is always difficult. Have to try and balance out the amount we have to spend and prevent to spend to get the balance right.

Universal services – Strong base families, early year's provision. Keep young people safe which schools can help engage those young people.

Targeted Services – Starting point of vulnerability. We bring in family, nurse partnership to help 16-19 age young mothers. This partnership helps these mothers with the pre work for the first couple years of life. This is difficult to maintain investment though. Target children centre primarily 0-5 years of age. There is a family offer for 5-12 years of age. This has a lot of work to do with behaviour management and parenting skills.

Targeted Support and Youth Justice Service – Young people who are showing signs of promise who have been involved with anti-social behaviour.

Health Services – Joint set up with Clinical Commissioning groups. Maternity Services are there to help vulnerable parents also.

The Youth Justice Service is based around the prevention element. There is a model in place in Nottinghamshire. Inter learning with young people, done work with Nottinghamshire Police Service. New projects are ongoing around the County 2 recently in Worksop and Ashfield. Education is also involved with intervention and hopefully will get rid of false starts. 12 month work with a person is there for them, if need more work after those 12 months then that is possible.

For supporting families, the County uses data to locate families who need help. It works on a scale intensity system; they can have up to 7 hours of contact each day.

There are some risks to delivery. They are in their 3rd and final year of targeting so results need to be delivered by March 2015. Also risks within the results approach. Sometimes fail of early identification of families or we either get to them too late. There are 13 problem families who we haven't identified. This is down to a

breakdown of obstacles seeing through to point of referral. We need all families recognised.

Presentation by Nicky Dawson – Priority Families Programme Co-ordinator, Nottingham City Council

Nicky Dawson gave a presentation on the work of the Priority Families Programme with the most vulnerable families in the City.

They have more families facing multiple problems such as unemployment, domestic violence, drug & alcohol misuse etc. These complex problems are being seen emerging much earlier in the system. The City has a higher number of children in care & children in need of help and protection. The level of help and support needed for these families is unsustainable.

The solution for these problems will mainly be down to improving partnership working between all agencies in the City. Also using what we've got better, doing things differently and a new way of working.

Nicky gave an example of a family with 7 children; each child had a different social worker working with them. Our new way of dealing with a situation like this is to introduce a family partnership worker who deals with the whole family. 'Owns' the work in the household – makes sure plan is delivered across agencies. This is a smarter way of bringing in different services at the right moment when the family need them. They can also build a relationship with this worker.

They believe this will work as it pulls in the right support rather than key worker dealing with them all. The new Family Partnership Workers form a 'hub' around the family and 'pull in' support at the right time, rather than put people on a linear production line of the services.

The strategic overview was agreed by One Nottingham in December 2011. An operating model builds on the existing work in Nottingham – Family Support Strategy and associated pathway, Locality Model and Earlier Intervention. Over 200 partnership staff have already been trained; everybody is prepared to work in a new way.

Priority Families work covers early intervention and prevention through to intensive needs. The whole work system reform and workforce development will be mandatory nationally from 2015-2020. They are already on the way to achieving this.

There has already been progress in Nottingham with over 1,200 priority families have been identified, 7th highest figure nationally. They have worked with 652 families. As of October 2013, 396 claims have been made for families who have improved, 9th highest nationally for progress to work and lead in East Midlands, 13th highest nationally for families improved outcomes

Presentation by Chief Superintendent Ian Waterfield – Nottinghamshire Police

Chief Superintendent Ian Waterfield gave a brief presentation on the work carried out on the Prevention Strategy.

£265m savings need to be made by the Force. The preventative strategy will be looking at eight key work strings. A lot of good work is going which is more co-ordinated and a developed approach plan supports that. Three pilot areas, two in the County, Worksop and Sutton in Ashfield. Pilot areas concentrate on crime, mental health, and then they also look at families that fall out of the government definition. One of these pilots started recently in Sutton in Ashfield, the second in Worksop is scheduled within the next week. The third pilot is in the City in Aspley.

Families can help themselves, more support and training is available for frontline staff. There is a huge scope to do things differently.

The force needs to control its resources, we always need to respond to emergencies, integrate voluntary and commercial sectors. The force has to kick start this. £600k has been given to the Force already and potentially another £500k for us depending on what we have done. £50m is available from the government so there is an opportunity to bid for more. The current plan for 2015 to the City is to push for more money. The plan has ambitions but this money available has to be spent by 31st March.

£100k of the budget available has gone to the City integration , to provide I.T for that.

The Commissioner thanked Laurence Jones, Nicky Dawson and Ian Waterfield for their presentations and contribution and also thanked Retford Town Hall for hosting the meeting.

The meeting closed at 12.30 pm

CHAIR

Consideration	
Public/Non Public	Public
Report to:	Strategic Resources and Performance
Date of Meeting:	19 March 2014
Report of:	Police and Crime Commissioner
Report Author:	Lisa Pearson
E-mail:	Lisa.pearson@nottinghamshire.pnn.police.uk
Other Contacts:	
Agenda Item:	5

COMPLAINTS ASSURANCE REPORT

1. Purpose of the Report

- 1.1 To provide the Police and Crime Commissioner (Commissioner) and Deputy Police and Crime Commissioner (Deputy Commissioner) with assurance that Nottinghamshire Police Complaints are being managed in accordance with Independent Police Complaints Commission (IPCC) Statutory Guidance.

2. Recommendations

- 2.1 That the recommendations as set out in paragraph 4.10 of the report are agreed.

3. Reasons for Recommendations

- 3.1 The Commissioner and Deputy Commissioner have a responsibility to ensure that Nottinghamshire Police Complaints are managed in accordance with Independent Police Complaints Commission (IPCC) Statutory Guidance.

4. Summary of Key Points

4.1 What is a complaint?

A complaint is an expression of dissatisfaction by a member of the public about the conduct of a person serving with the police. This could, for example, be about the way the person has been treated or the service he or she has received. A complaint does not need to say explicitly it is a complaint. It can simply be a statement of dissatisfaction.

4.2 How complaints are handled

Local Resolution – Managed by Division

A complaint must meet both of the following conditions to be suitable for local resolution:

- the appropriate authority is satisfied that the conduct that is being complained about (even if it were proved) would not justify bringing criminal or disciplinary proceedings against the person whose conduct is complained about; and
- the appropriate authority is satisfied that the conduct complained about (even if it were proved) would not involve the infringement of a person's rights under Article 2 or 3 of the European Convention on Human Rights.

Misconduct and Gross Misconducts Investigations – Managed by Professional Standards Directorate

Where a conduct matter comes to the attention of a chief officer or local policing body (other than as a result of civil proceedings) and he or she is the relevant appropriate authority, an assessment must first be made to determine whether it involves conduct which, assuming it has taken place:

- appears to have resulted in the death or serious injury of any person;
- has had an adverse effect on a member of the public; or
- falls within a description specified in the Police (Complaints and Misconduct) Regulations 2012

The appropriate authority should determine if the matter should be referred to the IPCC.

4.3 Complaint Files Dip Sampling

To establish if Nottinghamshire Police complaints are being handled in accordance with IPCC Statutory Guidance a sample of 36 complaints were reviewed by the Office of the Police and Crime Commissioner between June 2013 and January 2014.

The cases reviewed were chosen at random from a list provided to the Office of the Police and Crime Commissioner by the Professional Standards Directorate. The cases had been completed between 1 June - 31 December 2013.

Number of Cases	Complaint Response
28	Local Resolution
5	PSD Investigations
2	Withdrawn
1	De-recorded due to error

A summary of the complaints sampled is detailed in Appendix A.

4.4 Findings

For all complaints there was sufficient detail of the complaint, an initial assessment had taken place and all complaints were acknowledged within 5 working days.

4.5 Local Resolution

- 4.5.1 28 complaints (78%) of the sample were resolved by way of Local Resolution with the average time taken to locally resolve a complaint being 82 days. The force target for local resolution complaints is 43 days.
- 4.5.2 The most common category (50%) for local resolution complaints included category S: other neglect or failure in duty. This includes allegations with regard to a lack of conscientiousness and diligence concerning the performance of duties. This may include failure to record or investigate matters and keep interested parties informed. It includes failure to comply with orders, instructions or force policy.
- 4.5.3 The second most common category (13%) included category L: Breach of Code B PACE on Searching Premises and Seizure of property. This includes unauthorised entry on search, failure to provide information to the occupier, an improper or excessive search, failure to record searches properly, not securing premises where necessary and breaches of rules on seizure or retention. This will include property seized and retained under this power.

4.6 Professional Standards Directorate Investigations

- 4.6.1 5 complaints (14%) of the sample were Professional Standards Directorate Investigations with the average time taken to complete an investigation being 124 days. The force target for investigations is an average of 150 days.
- 4.6.2 The most common category (20%) of complaint investigations included category C: other assault. This concerns the use of more force than is reasonable. Inclusion is solely dependent on the nature of the injuries. This includes common assault contrary to Section 39, Criminal Justice Act 1988, which deals with assault and battery. Injuries include: grazes, scratches, abrasions, minor bruising, swelling, reddening of the skin, superficial cuts, and "black eye". This category includes minor injuries resulting from the use of handcuffs. It also includes minor assaults resulting in no injury, such as pushing. A person serving with the Police must never knowingly use more force than is reasonable, nor should they abuse their authority. This category includes any unjustified use of force or personal violence (but not technical assaults arising from unlawful arrest) and any incident involving police dogs or horses where the incident is attributable to the conduct of the member in control, unless the severity of injury put them in category A: serious non sexual assault.

4.7 Withdrawn and De-recorded Complaints

4.7.1 2 complaints (5%) were withdrawn by the complainant and there was evidence on the system to document why the complaint had been withdrawn.

4.7.2 1 complaint had been de-recorded as it had been recorded twice in error.

4.8 Updating the Complainant & Officers

61% of complainants were regularly kept updated. 84% of officers involved in a complaint were regularly kept updated.

4.9 Appeals

100% of complainants who were entitled to a right of appeal were informed of their right of appeal. It was however noted that the letter advising the complainant of their right of appeal only provided a link to the Nottinghamshire Police website. It did not provide a link directly to the complaints appeal section or provide details of alternative methods if the complainant did not have access the internet.

4.10 Recommendations

- a) That the Head of Professional Standards provides a response detailing why complaints are not being finalised within the local target timeline and complainants are not been kept regularly informed together with an action plan to include timescales to resolve this area of concern.
- b) For Nottinghamshire Police consider if any training would assist to reduce the number of complaints for the most common categories of complaints.
- c) That the letter advising complainants of their right of appeal should provide a link directly to the Appealing a Complaint page on Nottinghamshire Police's website. It should also advise how to obtain a form if you do not have access to the internet.

1. Financial Implications and Budget Provision

5.1 There are no financial implications or budget provision.

2. Human Resources Implications

6.1 There are no human resource implications.

3. Equality Implications

7.1 There are no human resource implications.

4. Risk Management

8.1 There may be a risk to the public's confidence in Nottinghamshire Police.

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

9.1 The report links to the Police and Crime Plan Governance and assurance priorities.

6. Changes in Legislation or other Legal Considerations

10.1 None

7. Details of outcome of consultation

11.1 The Head of the Professional Standards Directorate has been consulted on this report.

12. Appendices

12.1 Appendix A – Summary of findings

Appendix A - Summary Table of Findings

Was an initial assessment made and recorded?	Was there sufficient detail of the complaint?	How was the complaint dealt with?	Was the complaint acknowledged?	Was the complainant kept regularly* updated?	Was the Officer kept updated?	Is it fully documented why the complaint has been withdrawn?	Was the complaint completed within the Target?	Did the final response letter inform the complainant of the right of appeal?
YES x 36	YES x 36	28 x Local Resolution 05 x PSD Investigation 02 x Withdrawn 01 x De-recorded	YES x 36	YES x 20 NO x 13 N/A x 3	YES x 25 NO x 6 N/A x 5	YES x 2 N/A x 34	YES x 15 NO x 18 N/A x 3	YES x 29 N/A x 7

What were the complaints regarding?

Type	Description	Total Number of Complaints per category
A	Serious non sexual assault	0
B	Sexual assault	0
C	Other assault	3
D	Oppressive conduct or harassment	0
E	Unlawful/unnecessary arrest or detention	3
F	Discriminatory behaviour	1
G	Irregularity in evidence/perjury	1
H	Corrupt practice	1
J	Mishandling of property	1
K	Breach of Code A PACE	0
L	Breach of Code B PACE	8
M	Breach of Code C PACE	1
N	Breach of Code D PACE	0
P	Breach of Code E PACE	0
Q	Lack of fairness and impartiality	2
R	Multiple of unspecified breaches of PACE	2
S	Other neglect or failure in duty	28
T	Other irregularity in procedure	4
U	Incivility, impoliteness and intolerance	6
V	Traffic irregularity	0
W	Other	3
X	Improper disclosure of information	2
Y	Other sexual conduct	0
01	Operational policing policies	3
02	Organisational decisions	1
03	General policing standards	0
04	Operational management decisions	0

*Regularly is every 28 days

For Information	
Public	
Report to:	Strategic Resources and Performance Meeting
Date of Meeting:	19 March 2014
Report of:	Nottinghamshire Police Professional Standards Directorate (PSD)
Report Author:	Detective Superintendent Jackie Alexander, Head of PSD
E-mail:	jackie.alexander@nottinghamshire.pnn.police.uk
Other Contacts:	nicola.thomas@nottinghamshire.pnn.police.uk
Agenda Item:	6

COMPLAINTS AND CONDUCT

1. Purpose of the Report

- 1.1 To provide the Police and Crime Commissioner (PCC) with relevant performance information in respect of public complaints and internal conduct matters and to provide assurance that the force is effectively recording and responding to these matters in accordance with legislation and the Independent Police complaints Commission (IPCC) Statutory Guidance.
- 1.2 To respond to the recommendations of the PCC's Complaints and Conduct Assurance Report based on a review by the Office of the PCC of 36 public complaints between June 2013 and January 2014

2. Recommendations

- 2.1 That the Strategic Resources and Performance meeting notes the report and the responses to the recommendations of the PCC's Complaints and Conduct Assurance Report.

3. Reasons for Recommendations

- 3.1 To provide the PCC with relevant information and oversight in respect of how Nottinghamshire Police's records and responds to public complaint and conduct matters.

4. Summary of Key Points

- 4.1 The force produces monthly performance reports in respect of the timeliness of complaint and conduct investigations and a more comprehensive Performance and Insight Report is produced every quarter focussing on the number and type of complaints and conduct matters recorded; the mode of resolution for those matters; investigation times and outcomes; together with diversity monitoring data. PSD also surveys complainants in respect of their experience of the complaints process, in order to make continual improvements to it. This report to the PCC refers to the most recent

Performance and Insight Report in respect of the 12 months performance to the end of December 2013.

4.2 Public complaints and allegations

The number of recorded public complaints has seen a significant increase with complaint cases almost doubling from 482 in the 12 months to December 2012 to 929 in the comparative period to December 2013. Much of this rise is due to new statutory recording practices introduced in November 2012 with the Police Reform and Social Responsibility Act (PRSRA) requiring that those issues which would previously have been recorded as public 'dissatisfaction' or which were matters of 'direction and control' (e.g. operational management decisions and policing policies rather than an individual's personal actions) are now formally recorded as public complaints. Allowing for the impact of these legislative recording changes the force has seen uplift in recorded complaints of approximately 19%. Accordingly, the number of separate allegations that make up those public complaints has also risen, as have the number of subjects that those complaints have been recorded against.

The IPCC has not, since the introduction of the PRSRA, been able to produce its own quarterly reports which were of benefit for comparative purposes between all forces in England and Wales. Consequently it is not yet known whether other forces have seen the same increase in respect of public complaints, although there is evidence that forces have interpreted the new legislation differently in respect of when complaints do need formally recording. Nottinghamshire PSD have liaised with the IPCC and have been reassured that our application of the recording standards is in line with the statutory guidance, and the IPCC have subsequently written to all forces to emphasise the need for them to take a consistent approach. The IPCC has provided assurances that it will be providing forces with comparative data by the end of this financial year.

Forces are also required to make prompt decisions in respect of the assessment of complaints and to record them within 10 days. Nottinghamshire Police record 96% of all complaints within this time frame.

It should be noted that the number of complaints made by the public can vary not only in respect of their perception of the standards demonstrated by officers, but also in respect of their confidence in the police; confidence in the complaints process; and in the accessibility of that process.

4.3 Diversity monitoring of officers and staff

BME officers are almost as likely as white officers to be subject to a public complaint whereas white staff employees seem more likely to attract a complaint, although actual subject numbers are low. There is a disparity in the age of officers who receive complaints, with cases reducing as officers get older. Both male officers and staff employees prove more likely to receive a complaint than female counterparts.

4.4 Diversity monitoring of public complainants

The data continues to indicate that more BME members of the public (0.8 per 1000 of the population) made a complaint during the recording period than white members of the public (0.5 per 1000) although it is noticeable that the proportion of complainants whose ethnicity is either not stated or not known represents over one-third of all complainants in the period.

BME and white complainants broadly complain about the same types of allegations which predominantly include: other neglect or failure in duty; incivility, impoliteness and intolerance; and other assault. Although the actual volume of complaints is low, allegations arising from the use of stop and search powers are more likely to be made by BME complainants. Individuals from minority ethnic groups are also more likely to complain about discriminatory behaviour and oppressive conduct or harassment. There may be a number of reasons behind these findings including: the quality of interaction during the police encounter; publicity around the use of stop and search; perceptions formed over a number of years; and expectations that some groups feel they will be treated worse than people of other races

In respect of age, people between 25-29 years and 30-44 years continue to be most likely to make a complaint (0.9 and 1.0 per 1000 respectively), followed by those aged between 45-59 years (0.7 per 1000). Those aged less than 25 years or over 60 years are least likely to complain.

In relation to gender, the data continues to illustrate that complainants are more likely to be male rather than female (1.1 versus 0.7 per 1000 population).

4.5 Mode of resolution of complaint allegations

Public complaints are recorded and then assessed in accordance with Home Office and IPCC statutory guidance. While a small number may need referring to the IPCC, the majority will be handled by the force themselves. Where it is assessed by PSD that the complaint, even if proved, would not justify bringing criminal or disciplinary proceedings and also do not involve any infringement of a persons rights under Article 2 or 3 of the European Convention on Human Rights, then it is suitable for 'local resolution' (LR). The ethos of LR investigations is that they should be conducted at a local managerial level rather than in force PSDs, they should be flexible and meet the needs of the complainant, and while not intended for cases that would attract formal discipline procedures, can still lead to management action and formal action under the unsatisfactory performance/capability procedures. Complaints which would, if proved, justify criminal or discipline procedures are normally investigated by the force PSD.

In the 12 month period to end December 2013 1426 complaint allegations were finalised, with 50.9 percent resolved by way of local resolution (LR).

4.6 Average time to locally resolve or locally investigate complaint allegations and conduct matters

It is recognised that successful outcomes for complainants are more likely to be achieved if the matter is addressed in a timely manner. The force has therefore set itself the target of 43 days for 'LR' complaints and 150 days for formal complaint and conduct investigations. While conduct matters are on track (averaging 130 days) LRs remain off target and currently average 65 days to resolve. Complaint investigations average 207 days. The force has put in place a number of checks and measures to address timeliness but barriers include:

- the rise in volume of public complaints
- additional workload from LR appeals that now have to be assessed by the force rather than the IPCC
- the number of serious and complex investigations
- complaint cases that cannot be progressed while the complainant is him or herself subject of criminal proceedings (sub judice)
- time with CPS for charging decisions

Notwithstanding the above, timeliness of LRs and local complaint investigations has improved significantly over the last 12 months. For example, LRs averaged 98 days in the previous 12 month period to end of December 2012 and have thus improved by 33 days. In respect of investigations, 34% of complaint allegations were finalised within 150 days in the period to December 2012, while the figure improved to 51% in the 12 months to December 2013.

The force remains committed to improving the timeliness of all complaint investigations and is exploring new processes which it believes will help improve the current timescales.

4.9 Complaint Allegation Recording and Finalisation

In line with the increase in the number of complaints received, the number of finalised cases and allegations has similarly increased, indicating that resources have managed to respond to the additional demand. In Nottinghamshire the largest proportion of complaints fall into the category of 'other neglect or failure in duty', (42%).

Nottinghamshire has upheld around 19% of all complaint allegations that were formally investigated and finalised in the 12 months to December 13. While there is no current data available to compare this to other forces in that period, this figure is well above the national average of 12% when that data was last made available.

4.10 Outcomes of Complaint and Conduct Cases

40 subjects (24 offices and 16 staff) were linked to complaint and conduct cases which were concluded by way of formal police or HR meetings/hearings in the reporting period. Of these, 4 officers and 7 staff members were dismissed.

4.11 Response to the recommendations of the PCC's Complaints and Conduct Assurance Report

Nottinghamshire PSD welcomes the above report based on a dip-sample audit of 36 cases and notes its findings and recommendations, as below:

- a) *That the Head of Professional Standards provides a response detailing why complaints are not being finalised within the local target timeline and complainants are not been kept regularly informed together with an action plan to include timescales to resolve this area of concern.*

The force is committed to improving timeliness of investigations and a detailed monthly report, based on all finalised reports is produced and features in this report at 4.6 above. The average for LR has reduced to 65 days – a very significant improvement of 33 days on the same period last year. Significant improvements have also been made in respect of local investigations. Conduct matters are progressed well within the average target and the long term trend is stable. These improvements have been made despite the significant increase in the volume of complaints being made. This monthly report – based on all cases finalised in the previous 12 months is shared with the OPCC and provides the more accurate picture of force progress in respect of quantitative data.

The area of more concern is the lack of recorded updates to complainants during the process. Historically, the complaints dealt with by LR, while requiring updates, has not provided a means for officers to record these updates on the force database. This has now been addressed. Additionally, where investigations are complete but not closed (e.g. in an appeal period) the system will still indicate that the complainant has not been updated, even though no updates are required at that time. Complainant updates will continue to be monitored through the Force Standards and Integrity Board.

- b) *For Nottinghamshire Police consider if any training would assist to reduce the number of complaints for the most common categories of complaints.*

Training in respect of standards and conduct is incorporated into initial training and, where trends are identified, is enhanced through themed training during Divisional and Departmental training. In addition, the PSD quarterly newsletter 'Integrity Matters' also identifies any areas of concern and promotes good practise and learning from complaint investigations. Where officers receive three or more public complaints in a 12 month period these are also identified to line managers so that performance and training needs can be assessed and actioned. Individual complaint

investigation s can also result in performance findings, both informal and informal, requiring performance to be addressed.

- c) *That the letter advising complainants of their right of appeal should provide a link directly to the Appealing a Complaint page on Nottinghamshire Police's website. It should also advise how to obtain a form if you do not have access to the internet.*

The letter referred to does already inform complainants of how to obtain the relevant appeal documentation if they do not have access to the internet, and this process is regularly utilised. Work continues with force Corporate Communications to enhance the PSD external website, and a direct link for appeals has been incorporated into that plan. In addition the force is in the process of developing a dedicated 'Integrity Page' on the internet which will provide easily accessible information in one place to the public and increase force transparency in respect of the 'Integrity agenda' e.g. The force gifts and hospitality register, business interests, and outcomes of conduct meetings and hearings.

5. Financial Implications and Budget Provision

- 5.1 There are no direct financial implications or budget provision impact.

6. Human Resources Implications

- 6.1 There are no human resource implications.

7. Equality Implications

- 7.1 There are no specific equality implications in this report. Diversity monitoring forms part of the quarterly management information provided in respect of public complaints.

8. Risk Management

- 8.1 Public complaints provide both risks and opportunities in respect of public confidence. Where complaints identify themes that can be considered risks, these are highlighted and addressed through the force Standards and Integrity Board.

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

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

10. Changes in Legislation or other Legal Considerations

- 10.1 Police Reform and Social Responsibility Act 2012 has impacted on volume and process for public complaints.

10.2 Impact of forthcoming Anti-Social Behaviour, Crime and Policing Bill as yet unknown.

11. Details of outcome of consultation

11.1

12. Appendices

12.1 Professional Standards Directorate performance and Insight Report, Key points, Performance to December 2013

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Professional Standards Directorate

Performance & Insight Report

Key Points

Performance to December 2013

Executive Summary

Complaints continue to rise. Analysis indicates an estimated 19 percent rise on the comparative period in the previous year after discounting those complaints solely relating to direction and control and taking account of expressions of dissatisfaction¹.

While caution should be exercised with data disaggregated to location level², examination of figures for the last nine months (April to December 2013) illustrates that officers based on the County appear more likely to attract a complaint than those based in the City or other areas.

At force-level complaints relating to 'Other neglect or failure of duty' make up around 42 percent of all allegations. While other locations have recorded a higher volume of these allegations, Canning Circus, Contact Management and Bassetlaw are the most prolific areas when taking into account the number as a proportion of officers.

In the last year there have been 99 employees that have been the subject of three or more complaint or conduct cases. Both male officers and staff employees again prove more likely to receive a complaint than female colleagues.

Broadly speaking BME members of the public are more likely to make a complaint against the police. The most prevalent age for complainants is those between 25 and 44 years, whilst males again prove more likely to lodge a complaint than their female counterparts.

There are two key timeliness indicators in the handling of complaints. For local resolutions the average time is 65 days (38 percent within target), while the average time to formally investigate a complaint allegation is 207 days (44 percent within target). A similar measure has been adopted for conduct cases. The average investigation time for allegations is 130 days, with 64 percent being finalised within 150 days. Performance for each timeliness measure is broadly stable over the long-term however all continue to be impaired by older cases.

The Force upheld around 19 percent of complaint allegations that were formally investigated in the last year which compares favourably with the national average of 12 percent³, and indicates that a greater proportion of concerns expressed by complainants are being resolved by the Force.

Investigating officers have been reminded of the need to keep complainants and employees regularly informed of progress. There were 15 cases assigned to a PSD investigating officer where no update was recorded as being provided to the complainant; and 15 cases where no update was recorded as being communicated to the subject, in the previous 28-day period from 38 eligible cases⁴. There were also eight conduct cases where no update was recorded as being provided to the officer or staff member in the same period from a total of 20 cases.

In the year to December, 37 different employees were linked to complaint and conduct cases that have been concluded by way of a formal police or Human Resources meeting/hearing. The hearings and meetings led to three officers and seven staff employees being dismissed.

¹ The Police Reform and Social Responsibility Act 2011 (PRSRA) introduced in November 2012. Analysis looked at the period between: 1 January 2013 and 31 December 2013.

² There remains a disjoint between the coding of officer locations within the PSD database and that with the Human Resources database following changes to the force organisational structure. Similar discrepancies may exist for officers in other locations. While specific instances have been manually adjusted the reporting of performance by location should be treated with caution until the location data is accurately mapped to where employees are posted.

³ Source: Police Complaints Information Bulletin (Interim Bulletin) – Nottinghamshire Police, Reporting Period April 2012 to March 2013, published by the Independent Police Complaints Commission.

⁴ This examines live complaint cases where there is a PSD investigating officer (IO) and the IO report is not yet complete. Cases are excluded where: they are subject to an independent IPCC investigation; are being investigated by a division/department other than PSD; are in appeal; or are sub judice (as at 10 February 2014.).

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Section 1 Public Complaints and Allegations Recorded – Force performance

The number of public complaint cases recorded against Nottinghamshire Police employees has continued to increase over the last quarter and data indicates evidence of a rising trajectory.

The direction of travel for complaint allegations is upward over the last year while the number of officers and staff that were subject of a complaint has also increased over this period.

	Current 12 months to Dec-2013	Previous 12 months to Dec-2012	Difference	Long term trend	Short term trend
Complaint cases recorded	929	482	92.7% (447)	▼	◀▶
Allegations recorded	1487	912	63.0% (575)	▼	▶
Subjects recorded	1454	914	59.1% (540)	▼	▶

Source: Professional Standards Directorate data for public complaints to the end of December 2013⁵.

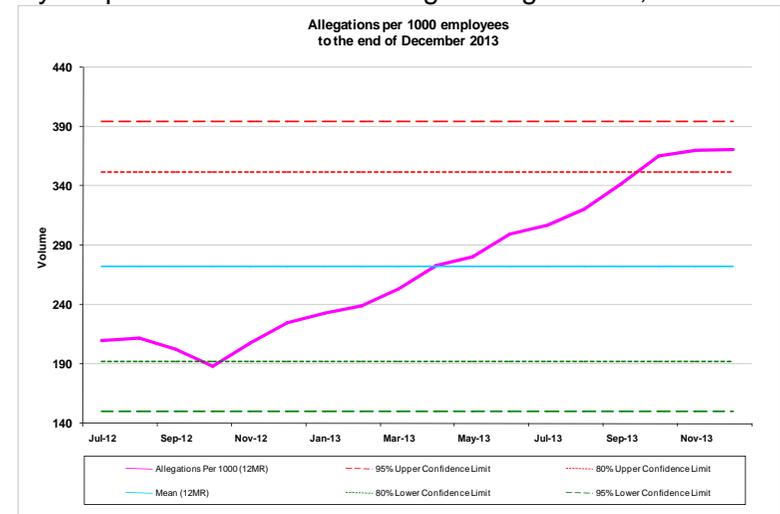
Insight

Actual complaint cases have almost doubled (+93 percent) on the previous year. The number of allegations has increased significantly (+63 percent) and the number of officers and staff subject to a complaint has increased by 59 percent. Given the change in legislation⁶, the short-term trend assessment provides a more reasonable basis for monitoring performance over time, and this suggests that the level of complaints is stabilising.

IPCC data for the first quarter of 2013/14 is not expected to be released until later this calendar year. However published interim data for 2012/13⁷ highlights that Nottinghamshire Police received 254 complaint allegations per 1000 employees compared with both MSG⁸ and national averages of 194 and 228 respectively.

The latest PSD data for the year to December 2013 reinforces the pattern. As per the chart opposite, the long-term trend has seen possible deterioration in the last 12 months. That said, the short-term trend indicates that the number of allegations per 1000 employees is broadly stable over the last 3 months.

As discussed in previous reports, there has been a notable jump in complaints following the introduction of the new legislation. All expressions of dissatisfaction by members of the public about the conduct of a person serving with



⁵ Professional Standards Directorate data for public complaints recorded to the end of December 2013, extracted on 5 February 2014. PSD data is a snapshot at a given point in time and data is subject to change.

⁶ The Police Reform and Social Responsibility Act 2011 (PRsRA) introduced in November 2012.

⁷ Police Complaints Information Bulletin – Interim Bulletin – Nottinghamshire Police, Reporting Period April 2012 to March 2013, published by the Independent Police Complaints Commission. The interim bulletin does not reflect changes introduced by the Police Reform and Social Responsibility Act 2011 (PRsRA).

⁸ This reflects the previous Most Similar Group of forces for Nottinghamshire which includes: Lancashire; Leicestershire; Northamptonshire; Northumbria; South Wales; South Yorkshire; and Staffordshire.

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Nottinghamshire Police are now recorded as complaints⁹. In particular, this includes direction and control matters, which are conduct issues relating to policy and strategy of the force¹⁰ rather than the personal conduct of officers or staff.

While the available information suggests that Nottinghamshire is out of kilter with the national landscape, no comparative data has been made available to the Force since inception of the new legislation. There is therefore, no accurate data to show whether the increase in complaints is a problem shared by other forces. However, there is anecdotal evidence that other forces are continuing to deal with issues of dissatisfaction via other methods, rather than recording them as public complaints and using the local resolution process. The IPCC similarly have concerns in respect of how forces are now recording and have written a letter to all forces to clarify the position in relation to the Statutory Guidance.

Nonetheless, there does appear to be a rise in the total combined number of complaints and dissatisfaction cases recorded by Nottinghamshire Police since the new legislation was introduced which is not necessarily a direct result of the legislation itself. Analysis of cases recorded since the legislation came into effect¹¹ identifies that even when excluding those complaints solely relating to direction and control in that period, the remaining cases represent around a 19 percent rise on the comparative period in the previous year.

As indicated in previous quarterly reports, there may be several possible reasons behind the growth: the force adopted a policy of attendance to all incidents of crime from December 2011; a greater proportion of officers are now in front-line positions; there have been reductions in the employee base; and there has been a change in the initial assessment process with the force now properly recording allegations rather than grouping some together.

It should be noted that the number of complaints made by the public can vary depending on the standards demonstrated by officers, general public confidence in their police, and a confidence in the complaints procedures. It is therefore difficult to assess whether a rise and an above average number of complaints is a negative indication of professional standards, or a sign of confidence in the actions likely to be taken by a force when making a complaint.

Police forces are expected to record complaints within ten working days. The IPCC data confirms that the Force continues to improve this aspect to be better than both the MSG and national average. Latest Professional Standards Directorate (PSD) data reinforces that Nottinghamshire Police has sustained a similar level, recording 96 percent of complaint cases within ten working days for the 12 months to December 2013, up from 93 percent for the same period in the previous year.

The Complainant Customer Satisfaction survey has now been running for almost two years. While there is insufficient data available to undertake long-term trend analysis there are a few statistically significant differences when examining the most recent surveys and those from an earlier period, including:

- Perception of both the timescale and the quality of investigations remains low however there is a positive trajectory. In terms of timescale there has been a real improvement, in that proportionally more people stated their overall view of the timescale of the investigation was good compared with complainants from the earlier period (46 percent versus 29 percent)¹².

⁹ Prior to introduction of the new legislation expressions of dissatisfaction were recorded separately to complaints.

¹⁰ This includes allegations in relation to operational policing policies, organisational decisions, general policing standards and operational management decisions.

¹¹ For the period between: 1 January 2013 and 31 December 2013 inclusive.

¹² Good includes those respondents that stated excellent, very good or good. Poor includes those respondents that stated either poor or very poor. Net good is the difference between the percentage good and the percentage poor.

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- The satisfaction measures appear to be moving in the right direction. For example, although those complainants that were very or fairly satisfied with the overall service has remained broadly stable there has been a genuine increase in complainants that are very satisfied (from around 9 percent to 22 percent).
- Encouragingly one-quarter of complainants said that their opinion was now better than before, and this represents a significant improvement compared with the earlier period.
- The proportion of complainants who claimed they were not informed of the outcome when asked how their complaint was resolved appears to have increased over time. This may be a concern given that the Force aspires to update complainants every 28 days. The most recent data indicates that 15 percent of people were not informed of the outcome, compared with around 5 percent for the earlier period.

Professional Standards has also launched an online survey that is open to all employees. The Directorate is holding focus groups on divisions and in departments in an effort to improve the way it communicates with officers and staff. As only small numbers are able to attend, all employees are also being given the opportunity to provide PSD with anonymous feedback in respect of performance so that, where required, Professional Standards can improve how it operates and interacts with employees.

Actions

Location	Current Actions
PSD	It is proposed that further analysis of the data from the PSD customer satisfaction questionnaire, as well as analysis of the online employee survey, be brought to the June 2014 Standards and Integrity meeting.

Section 2 Diversity Monitoring of Officers and Staff receiving public complaints

BME officers are almost as equally as likely as white officers to be subject to a public complaint whereas white staff employees seem more likely to attract a complaint, although actual BME subjects are low. There remains some disparity in the age of officers who receive complaints, with cases reducing as officers get older. Both male officers and staff employees prove more likely to receive a complaint than female counterparts.

Officer Ethnicity	Number of Officers that are subject of a Complaint Case 12 mths to Dec-2013	Percentage subject of a Complaint Case	Complaints per 1000 Officers	Officer Ethnicity Distribution
BME	48	3.6%	453	4.2%
White (*)	1021	76.7%	419	95.4%
Not Stated (*)	263	19.7%	23909	0.4%
Force Total	1332	100.0%	522	100.0%

Staff Ethnicity	Number of Staff that are subject of a Complaint Case 12 mths to Dec-2013	Percentage subject of a Complaint Case	Complaints per 1000 Staff	Staff Ethnicity Distribution
BME	2	1.7%	18	4.1%
White	95	78.5%	44	77.1%
Not Stated	24	19.8%	45	18.8%
Force Total	121	100.0%	43	100.0%

(*) indicates a statistically significant difference between the percentage that are subject to a complaint and the distribution within Force

Figure 1 - Diversity Monitoring of Officers and Staff Receiving Public Complaints (by Ethnicity)

Officer Age	Number of Officers that are subject of a Complaint Case 12 mths to Dec-2013	Percentage subject of a Complaint Case	Complaints per 1000 Officers	Officer Age Distribution
24 or under (*)	22	1.7%	112	7.7%
25-29	164	12.3%	612	10.5%
30-34	249	18.7%	538	18.1%
35-39	239	17.9%	557	16.8%
40-44	216	16.2%	469	18.1%
45-49 (*)	221	16.6%	442	19.6%
50-54 (*)	66	5.0%	316	8.2%
55 or over	8	0.6%	296	1.1%
Unknown	147	11.0%	0	0.0%
Force Total	1332	100.0%	522	100.0%

Staff Age	Number of Staff that are subject of a Complaint Case 12 mths to Dec-2013	Percentage subject of a Complaint Case	Complaints per 1000 Staff	Staff Age Distribution
24 or under	10	8.3%	29	12.2%
25-29	17	14.0%	52	11.6%
30-34	10	8.3%	33	10.7%
35-39	15	12.4%	56	9.6%
40-44	11	9.1%	31	12.6%
45-49	14	11.6%	40	12.5%
50-54	11	9.1%	32	12.2%
55 or over	22	18.2%	42	18.6%
Unknown	11	9.1%	0	0.0%
Force Total	121	100.0%	43	100.0%

Figure 2 - Diversity Monitoring of Officers and Staff Receiving Public Complaints (by Age)

Officer Gender	Number of Officers that are subject of a Complaint Case 12 mths to Dec-2013	Percentage subject of a Complaint Case	Complaints per 1000 Officers	Officer Gender Distribution
Female (*)	240	18.0%	322	29.2%
Male	974	73.1%	539	70.8%
Unknown	118	8.9%	0	0.0%
Force Total	1332	100.0%	522	100.0%

Staff Gender	Number of Staff that are subject of a Complaint Case 12 mths to Dec-2013	Percentage subject of a Complaint Case	Complaints per 1000 Staff	Staff Gender Distribution
Female (*)	59	48.8%	36	58.6%
Male (*)	62	51.2%	53	41.4%
Unknown	0	0.0%	0	0.0%
Force Total	121	100.0%	43	100.0%

Figure 3 - Diversity Monitoring of Officers and Staff Receiving Public Complaints (by Gender)

Insight

BME officers are almost as equally as likely as white officers to be subject to a public complaint, with 419 white officers per 1000 receiving a complaint compared to 453 BME officers, a ratio of 1.08. There is however a high number of subjects whose ethnicity is either not known or not stated. BME staff members continue to be less likely than white colleagues to receive a complaint although again the numbers are small.

Some disparity in the ages of officers who receive complaints does continue, with complaint cases reducing as officers get older. Compared to the average of 522 per 1000 officers, the number of those 24 years or under remains substantially low (112). The numbers of complaints per 1000 officers peaks between 25-34 years of age and then reduces from the age of 35 through to 54. Given the small numbers involved, less evident conclusions can be drawn from the police staff data in respect of age although the peak appears to be the 35-39 age range.

Male officers again prove more likely than women to receive a complaint in the reporting period with 539 per 1000 male officers, compared to 322 per 1000 female officers. Similarly, male staff members were more likely than female staff to receive a complaint – 53 per 1000, compared to 36 per 1000 females, although again the numbers are small.

The data raises interesting differences in respect of the ethnicity, age and gender of officers and staff that are subject to a complaint. Again, there can be many complex reasons and it does not automatically indicate that the differences are linked to a difference in the professional standard of policing delivered. For example, some members of the public may be more or less likely to complain about an officer dependent on that officer's ethnicity or gender.

Whilst no specific trend information is available, the data illustrates some volatility. Previous statistics have suggested that BME officers may have been either more likely, or equally likely, as white colleagues in attracting public complaints, although it should be noted that in over 19 percent of instances the ethnicity of those officers subject to a complaint is either not known or not stated. The proportion of police staff not declaring their ethnicity within the Human Resources data is a similar level to that highlighted last quarter, and this mainly relates to data for Community Protection, Partnerships and Regional employees.

The data also confirms a clear disparity by gender and some disparity by age, in respect of the likelihood of attracting a public complaint. Both may also be linked to the proportion of officers and staff in front-line positions, which are more likely to result in direct public contact, which is where the largest proportion of complaints arises from.

Actions

Location	Current Actions
PSD	Further analysis should be commissioned in due course in respect of understanding the disparity in respect of age and gender. It may be useful to compare this data to that available in respect of the wider public satisfaction surveys commissioned by the force.

Section 3 Diversity Monitoring of members of public making complaints

Broadly speaking BME members of the public are more likely than white citizens to make a complaint against the police. The most prevalent age group for complainants is those between the ages of 25 and 44 years, whilst males again prove more likely to lodge a complaint than their female counterparts¹³.

Complainant Ethnicity	Percentage (number) of Complainants 12 months to Dec-2013	Percentage (number) of Complainants 12 months to Dec-2012	Complainants per 1000 population 12 months to Dec-2013	Complainants per 1000 population 12 months to Dec-2012	Long term trend	Short term trend	Population Distribution (2011 Census)
BME	10.1% (96)	14.2% (71)	0.8	0.6	↔	△	11.2%
White (*)	50.5% (482)	56.3% (281)	0.5	0.3	▽	↔	88.8%
Not Stated	39.5% (377)	29.5% (147)	0.0	0.0	N/A	N/A	0.0%
Force Total	100.0% (955)	100.0% (499)	0.9	0.5	▽	↔	100.0%

(*) indicates a statistically significant difference between the percentage of complainants and the population distribution

Figure 4 - Diversity Monitoring Of Members of Public Making Complaints (by Ethnicity)

Complainant Age	Percentage (number) of Complainants 12 months to Dec-2013	Percentage (number) of Complainants 12 months to Dec-2012	Complainants per 1000 population 12 months to Dec-2013	Complainants per 1000 population 12 months to Dec-2012	Long term trend	Short term trend	Population Distribution (2011 Census)
15 or under	0.1% (1)	0.2% (1)	0.0	0.0	↔	↔	18.1%
16-24 (*)	8.0% (76)	6.0% (30)	0.5	0.2	▽	▽	13.7%
25-29	6.4% (61)	8.4% (42)	0.9	0.6	▽	▽	6.4%
30-44	22.0% (210)	26.5% (132)	1.0	0.6	▽	↔	19.8%
45-59 (*)	16.4% (157)	17.8% (89)	0.7	0.4	▽	↔	19.6%
60-64 (*)	2.1% (20)	3.2% (16)	0.3	0.2	▽	↔	6.0%
65-74 (*)	2.4% (23)	3.0% (15)	0.2	0.2	↔	↔	8.7%
75+	0.3% (3)	0.6% (3)	0.0	0.0	↔	↔	7.6%
Unknown	42.3% (404)	34.3% (171)	0.0	0.0	N/A	N/A	0.0%
Force Total	100.0% (955)	100.0% (499)	0.9	0.5	▽	↔	100.0%

Figure 5 - Diversity Monitoring Of Members of Public Making Complaints (by Age)

Complainant Gender	Percentage (number) of Complainants 12 months to Dec-2013	Percentage (number) of Complainants 12 months to Dec-2012	Complainants per 1000 population 12 months to Dec-2013	Complainants per 1000 population 12 months to Dec-2012	Long term trend	Short term trend	Population Distribution (2011 Census)
Female (*)	37.9% (362)	33.5% (167)	0.7	0.3	▽	↔	50.5%
Male (*)	60.1% (574)	63.7% (318)	1.1	0.6	▽	↔	49.5%
Other / Unknown	2.0% (19)	2.8% (14)	0.0	0.0	N/A	N/A	0.0%
Force Total	100.0% (955)	100.0% (499)	0.9	0.5	▽	↔	100.0%

Figure 6 - Diversity Monitoring Of Members of Public Making Complaints (by Gender)

¹³ Population data is based on the 2011 Census Population Estimates published by the ONS on 11 December 2012.

Insight

The data continues to indicate that more BME members of the public (0.8 per 1000 of the population) made a complaint during the recording period than white members of the public (0.5 per 1000) although it is noticeable that the proportion of complainants whose ethnicity is either not stated or not known represents over one-third of all complainants in the period. Again focusing on the short-term trend analysis, because of the change in legislation, shows potential evidence that the number of complainants per 1000 population from BME members of the public is reducing, whereas it is stable for white citizens. The percentages of BME and white complainants as a proportion of all complainants are broadly the same as per the last quarterly report¹⁴.

Further analysis of BME complainants¹⁵ by an internal task and finish group confirmed that members of the BME public are more likely than white individuals to make a complaint allegation. Other findings from the analysis highlighted that:

- While Black Caribbean and Asian Pakistani minority ethnic groups make up around half of the BME complainants in the period examined, Black Caribbean residents appear to be more than twice as likely to complain as those from the Asian Pakistani community.
- The trend for complainants not declaring their ethnicity appears to be rising. There has been a substantial increase in the volume of complainants whose ethnicity is unknown since the introduction of legislative changes from 22 November 2012¹⁶. The proportion of complainants whose ethnicity is unknown potentially distorts the analysis and skews the proportionality ratio. To enable a more accurate picture to be obtained it is essential that there is a drive to improve recording of self-classified ethnicity for complainants.
- Irrespective of ethnicity, men are typically twice as likely as women to complain. However both BME male and BME female individuals are similarly more likely to make a complaint than their white counterparts. This suggests that gender is not a strong influencing factor as to why people from minority ethnic groups are more likely to make a complaint against the police.
- BME and white complainants broadly complain about the same types of allegations which predominantly include: other neglect or failure in duty; incivility, impoliteness and intolerance; and other assault. Although the actual volume of complaints is low, allegations arising from the use of stop and search powers are more likely to be made by BME complainants. Individuals from minority ethnic groups are also more liable to complain about discriminatory behaviour and oppressive conduct or harassment. There may be a number of reasons behind these findings including: the quality of interaction during the police encounter; publicity around the use of stop and search; perceptions formed over a number of years; and expectations that some groups feel they will be treated worse than people of other races¹⁷.

¹⁴ In the previous quarterly report, covering the 12 months to September 2013, the proportion of BME complainants was 11.6 percent and white complainants was 47.0 percent.

¹⁵ Report titled: *Analysis of Complainants from Minority Ethnic Groups*; published in October 2013. The analysis covered complainants in the three-year period to the end of June 2013 and was discussed at the DCC's Standards and Integrity Board Meeting on 29 October 2013.

¹⁶ As a result of the Police Reform and Social Responsibility Act 2011 all expressions of dissatisfaction by members of the public about the conduct of a person serving with Nottinghamshire Police are now recorded as complaints. This includes direction and control matters, which are conduct issues relating to policy and strategy of the force rather than the personal conduct of officers or staff.

¹⁷ *The 2008-2009 Citizenship Survey, Race Religion and Equalities Topic Report*, National Centre for Social Research, published September 2010; and *Race, Religion and Equalities: A report on the 2009-10 Citizenship Survey*.

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In respect of age, people between 25-29 years and 30-44 years continue to be most likely to make a complaint (0.9 and 1.0 per 1000 respectively), followed by those aged between 45-59 years (0.7 per 1000). Those aged less than 25 years or over 60 years are least likely to complain. Two groups: 16-24; and 25-29, have seen possible evidence of an increase in complainants per 1000 population when looking at the short-term trend.

In relation to gender, the data continues to illustrate that complainants are more likely to be male rather than female (1.1 versus 0.7 per 1000 population). The short-term direction of travel for female and male complainants appears to be stable with percentages for both groups broadly unchanged over the last quarter.

As with officer data, interesting differences are observed in respect of the ethnicity, age and gender of complainants. Again, there can be many complex reasons and it does not automatically indicate that the differences are linked to a difference in the professional standard of policing received. For example, the age, gender and ethnicity of members of the public having direct contact with officers and staff may be disproportionate to the general population distribution; equally there may be a general difference dependent on age and gender to make 'formal' complaints to organisations per se.

Actions

Location	Current Actions
PSD	The analysis undertaken by the task and finish group proposed a number of recommendations including: <ul style="list-style-type: none">• Professional Standards should raise awareness among investigating officers of the importance of recording the complainant's self-classified ethnicity, for example, through the Professional Standards & Integrity Board, intranet, training, briefings etc. The issue was highlighted to employees through the PSD December Newsletter; and• Under the umbrella of the Public Engagement Strategy, the Force should explore opportunities to engage with community groups in order to better educate community leaders and similar facilitators or groups in terms of supporting those members of the public that wish to make a complaint against the police.

Section 4 Mode of Resolution of Complaint Allegations

The latest performance data identifies the current mode of resolution for complaint allegations, depending on the location of the investigating officer (IO). A complaint allegation can be dealt with in a number of ways. It may be dealt with through local resolution, investigated, withdrawn, discontinued, or the force may disapply or apply to disapply the complaint¹⁸.

Force-wide 1426 complaint allegations were finalised in the 12 months to December 2013, with 50.9 percent resolved by way of local resolution (LR)¹⁹. This is in excess of the current force-level target of 40 percent for local resolution, although it is lower than that for the last quarter. Nottinghamshire is performing above the national average and is in line with the MSG average²⁰.

Location (Investigating Officer for the Complaint Case)	Allegations finalised 12 months to Dec-2013	Finalised by				% to LR (Target 60%)				% to LPI (Division)			
		LR	LPI (Division)	LPI (PSD)	PSD Investigation	12 months to Dec-2013	12 months to Dec- 2012	Long term trend	Short term trend	12 months to Dec-2013	12 months to Dec- 2012	Long term trend	Short term trend
City	325	208	50	0	42	64.0%	42.0% (86 of 205)	▲	◀▶	15.4%	44.4% (91 of 205)	▼	◀▶
County	537	353	92	0	44	65.7%	46.5% (92 of 198)	▲	△	17.1%	37.4% (74 of 198)	▼	▼
Other Departments	245	129	37	0	50	52.7%	48.9% (46 of 94)	▶	▶	15.1%	29.8% (28 of 94)	▼	▼
Total (excl. PSD)	1107	690	179	0	136	62.3%	45.1% (224 of 497)	▲	▶	16.2%	38.8% (193 of 497)	▼	▼
Professional Standards	319	36	9	0	226	11.3%	7.5% (17 of 228)	▶	▶	2.8%	10.1% (23 of 228)	▼	▶
Force Total	1426	726	188	0	362	50.9%	33.2% (241 of 725)	▲	▶	13.2%	29.8% (216 of 725)	▼	▼

Insight

On the City Division 325 complaint allegations were finalised with 64.0 percent by way of LR, above the 60 percent divisional target. This is a rise in local resolutions compare with the previous quarter and improvement on the same period last year. Five of the City Neighbourhood Policing Areas (NPA) each resolved over 60 percent of all their complaint allegations by way of LR, with a combined total of 155 out of 226

¹⁸ **Disapplication (formerly Dispensation):** In some cases there may be reasons not to take a complaint forward. Examples may include complaints where there is insufficient information, or complaints which are repetitious, vexatious, oppressive, or an abuse of the complaint procedures. In such cases a police force can either disapply the complaint or apply to the IPCC to disapply the complaint. If this is granted, it means that no action needs to be taken with regard to the complaint. In other cases, where the matter of complaint was sub judice, the force does not need IPCC consent to disapply the complaint once the criminal proceedings have concluded, providing reasonable efforts have been made to pursue the complaint.

Discontinuance: In some instances police forces may find it impractical to conclude an investigation. This could occur if a complainant refuses to co-operate, if the complaint is repetitious or refers to an abuse of procedure, or if the complainant agrees to local resolution. In such cases the police force can apply to the IPCC to discontinue the investigation.

¹⁹ The local resolution process is the preferred mode of resolution for complaints which the appropriate authority is satisfied that the conduct which is being complained about (even if proved) would not justify bringing criminal or disciplinary proceedings. It is recognised by the IPCC as an appropriate alternative to formal investigation and is a way of solving, explaining, clearing up or settling the matter directly with the complainant in a timely manner. Under the Police Reform and Social Responsibility Act 2011 (PRsRA), which came into effect from 22 November 2012, it is no longer a requirement to obtain the consent of the complainant for local resolution. A complainant will however have the right of appeal against the outcome of the local resolution.

²⁰ Source: Police Complaints: Statistics for England and Wales 2011/12, published by the Independent Police Complaints Commission (IPCC Research and Statistics Series: Paper 25).

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allegations being locally resolved. Canning Circus, City Centre, and Sherwood & Hyson Green have all seen an improvement in the proportion of allegations being locally resolved when looking at the long-term trend.

It is a similar picture for the County Division, where 537 allegations were finalised, with 65.7 percent of these by way of LR which is above the divisional target and a marked increase on the same period to December 2012. Seven County Neighbourhood Policing Areas each achieved the divisional target with a combined total of 334 out of 502 allegations being locally resolved across the areas. There is evidence of possible improvement in Mansfield, Bassetlaw, Gedling and Broxtowe.

In respect of other departments, 245 allegations were finalised (excluding Professional Standards), with 52.7 percent of these being locally resolved. This is short of the divisional target, although encouragingly it is an increase compared with the previous quarter. While Contact Management exceeded the divisional target, Crime & Justice was just under target, locally resolving more than half of all allegations. Operational Support has seen little progress over the last year, locally resolving 49.3 percent of allegations. Professional Standards (PSD) finalised 319 allegations, 11.3 percent by way of LR – although it should be noted that PSD investigations are rarely suitable for this mode of resolution and thus they are not working to a force LR target.

Although some caution should be observed when examining the data at NPA level given the low volumes in some areas, at divisional/department level the long-term trend shows improvement in terms of the proportion of allegations locally resolved by City and County divisions, while that for Other Departments is stable.

New regulations are now effective²¹ and the local proportionate investigation²² is only available for complaints received prior to 22 November 2012. The percentage of allegations concluded by local proportionate investigation (LPI) has reduced over the last quarter reflecting that LPI is no longer available as a mode of resolution. Although an LPI has been replaced by a local resolution investigation (LRI), allegations resolved under this mode will be classed as a local resolution rather than an investigation. The proportion of complaints processed under local resolution has seen a rise as expected: more than two-thirds of finalised allegations, that were received post the new legislation, were locally resolved. This may negatively impact on timeliness measures for both local resolutions and investigations. The changes in legal and statutory guidance and definitions of LRI and LPI mean that it is not be feasible to compare performance between the two modes of resolution. It is also understood that the IPCC has found that forces are now assessing issues as suitable for local resolution, rather than correctly dealing with these as conduct matters.

The IPCC annual data 2011/12²³ indicates that Nottinghamshire Police resolved 35 percent of all allegations received by way of local resolution, against a national average of 27 percent. This compares favourably with the national average and is in line with the MSG average of 35 percent. IPCC annual data for 2012/13 is not expected to be released until later in 2014.

²¹ *The Police Reform and Social Responsibility Act 2011, that became effective from 22 November 2012, introduced changes to the local resolution process. Nottinghamshire Police has introduced the local resolution investigation (LRI) for situations where the complainant contests the use of local resolution but where the appropriate authority is satisfied that the conduct which is being complained about (even if proved) would not justify bringing criminal or disciplinary proceedings. Allegations resolved as an LRI are classed as a local resolution and are included in corresponding performance measures. LRI is a Nottinghamshire Police definition.*

²² *Nottinghamshire Police carried out a local proportionate investigation where the conduct that was being complained about (even if proved) would not justify bringing criminal or disciplinary proceedings but where the complainant did not agree to the local resolution process.*

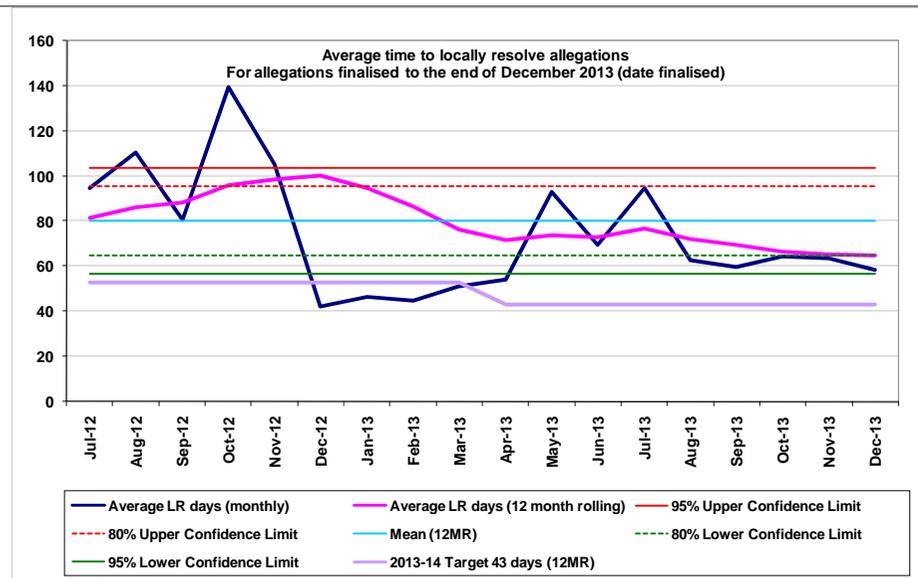
²³ *Source: Police Complaints: Statistics for England and Wales 2011/12, published by the Independent Police Complaints Commission (IPCC Research and Statistics Series: Paper 25).*

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Actions	
Location	Current Actions
PSD	Continued training and support to be provided by PSD in respect of successfully achieving Local Resolution.
PSD	Areas performing below target should seek to learn from those performing more favourably in respect of local resolution.

Section 5 Average Time To Locally Resolve Complaint Allegations

Recognising the need to drive performance in this area, the 2013/18 Policing Plan includes a performance indicator to focus on the timeliness of local resolutions (LR). The overall force target for 2013-14 is 43 days. Accepting that there will always be some local resolutions that will take well above 28 days to resolve, but that most should be able to be dealt with very swiftly, the general target to locally resolve allegations is 28 days.



In the 12-months to December 2013 the force finalised 21 percent of local resolutions within 28 days, the same level as that reported for the year to September 2013. The average time taken to locally resolve allegations is now 65 days which is lower than that reported in the last quarter.

Average Days for Local Resolution	City	County	Other Departments	Force
Average days (12 months to Dec-13)	57	62	81	65
Average days (12 months to Dec-12)	107	95	101	100
Long term trend	△	◊	◊	△
Short term trend	◊	◊	◊	◊
Divisional Target (28 days)	28	28	28	28
% Within Target	23%	22%	17%	21%

12-months-to-date performance:	65 days to locally resolve allegations for the 12 months to the end of December 2013 ²⁴
Year-to-date performance:	69 days for the period from April to December 2013
Target performance:	22 days from target (12-month performance)
National ranking:	42nd (of 44) with 82 days for April 2012 - March 2013 which is below the national average of 55 days
MSG ranking:	8th (of 8) with 82 days for April 2012 - March 2013 which is below the MSG average of 54 days

²⁴ Source: Professional Standards Directorate data for public complaints recorded to the end of December 2013, extracted on 5 February 2014. PSD data is a snapshot at a given point in time and data is subject to change. The time to locally resolve an allegation is the number of working days between the date the allegation is received and the date the allegation is finalised.

Insight

The City Division is achieving 23 percent of local resolutions within 28 days, down from 24 percent for the 12-months to end September 2013, with an average time of 57 days. The County division has maintained a level of 22 percent over the same period and the average resolution time is now 62 days. Other departments have achieved 17 percent within 28 days, compared with 16 percent in the previous quarterly report, and have averaged 81 days for local resolution.

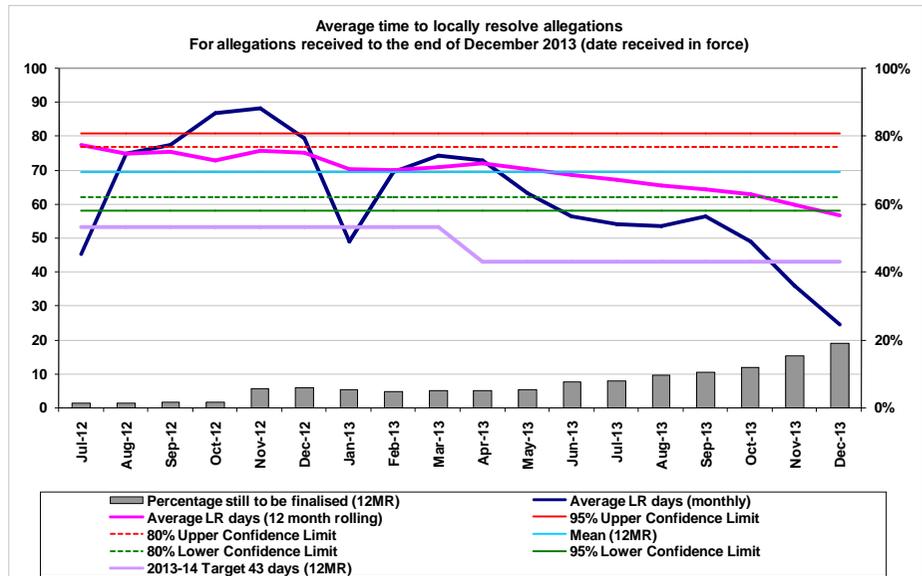
While short-term trends are stable there is possible evidence of improvement in the long-term trend for the average number of days to locally resolve allegations for the City division. At Neighbourhood Policing Area (NPA) level the number of allegations locally resolved in a 12 month period can be low, sometimes zero, thereby skewing the trend analysis. Of the higher volume areas on the City and County divisions, both City Centre and Mansfield are exhibiting possible long-term improvement.

At force-level for the current performance year-to-date (April to December 2013) 54 percent of all allegations finalised were locally resolved, 37 percent were investigated, 7 percent withdrawn, 2 percent disapplied, and less than 1 percent discontinued. The average number of days for local resolution is 69 days with around 35 percent of those allegations locally resolved being within the 43 day target.

The Force has demonstrated strong performance in ten of the last twelve months as the number of older allegations diminishes and, as observed in the chart above, the short-term performance remains stable.

Performance on this measure is impaired by older complaint allegations. Where allegations have been finalised in the 12 months to December 2013, those that were received prior to April 2012 have an average local resolution time of 399 days. While older allegations impact achievement of the target for 2013-14, the 12-months-to-date performance for allegations received since April 2012 is 63 days. With an average of 52 days, performance for allegations received since the start of the current financial year gives further encouragement and illustrates that the Force is on track to achieve to achieve the longer-term target by 2015.

Examining the average time to locally resolve allegations by allegation received date (as per the chart above right), rather than allegation finalised date, continues to suggest that older cases are masking any improvement. There is evidence of a possible positive long-term trend in the average time to locally resolve an allegation. For allegations received in the 12 month period to December 2012 the average time was 75 days. This compares with 57 days for allegations received in the 12 month period to December 2013.



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The percentage of allegations finalised within the 43 day target also shows long-term progress, with 41 percent of allegations received in the 12 months to December 2013 being finalised within the target time. This compares with 32 percent for allegations received in the same period to December 2012.

However, some caution should be observed as performance over the last quarter indicates the rate of improvement has slowed. As anticipated, the proportion of complaints processed under local resolution has seen a rise following introduction of the new regulations and this is coupled with a volume increase in complaint allegations being recorded.

The latest IPCC data²⁵ provides a figure of 82 days for Nottinghamshire Police, deterioration from 68 days when compared with the same period in the previous year, and below both the MSG²⁶ and national averages of 54 and 55 days respectively.

Local resolution should be a speedy and proportionate investigation. It can only take place with the consent of the complainant²⁷ and is only suitable for any complaint that is initially assessed as suitable for LR. However, once assessed as suitable for LR it is not unreasonable for the majority of investigations to be concluded within 14 days if the complainant is available. The force is amongst the slowest nationally for the timeliness of all of its complaint investigations, and a significant improvement in the timeliness of local resolutions would go some way to addressing the issue.

Actions

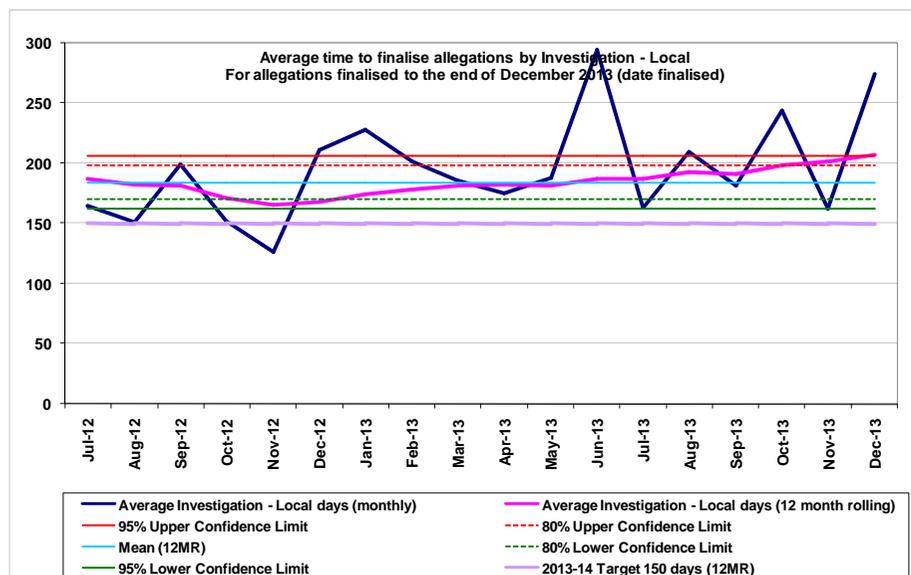
Location	Current Actions
Force-wide	Divisions and departments need to embed the new processes that they have introduced and continue to monitor the progression of complaints allocated to them in order to improve the timeliness of complaints investigations.
Force-wide	The timeliness of local resolutions will be monitored through the Standards and Integrity Board on a regular basis, as well as through further force scrutiny at the Corporate Performance Review.

²⁵ Source: Police Complaints Information Bulletin (Interim Bulletin) – Nottinghamshire Police, Reporting Period April 2012 to March 2013, published by the Independent Police Complaints Commission. The IPCC has advised that some information is missing and that a full bulletin for April 2012 to March 2013 will be published in the summer of 2013. In particular the bulletin does not reflect the changes introduced to the complaints system by the Police Reform and Social Responsibility Act 2011.

²⁶ This reflects the previous Most Similar Group of forces for Nottinghamshire which includes: Lancashire; Leicestershire; Northamptonshire; Northumbria; South Wales; South Yorkshire; and Staffordshire.

²⁷ Under the Police Reform and Social Responsibility Act 2011, which comes into effect from 22 November 2012, it is no longer a requirement to obtain the consent of the complainant for local resolution. A complainant will however have the right of appeal against the outcome of the local resolution.

Section 6 Average Time To Locally Investigate Complaint Allegations



Recognising the need to drive performance in this area, the 2013/18 Policing Plan includes a performance indicator to focus on the timeliness of local investigations.

The overall force target for 2013-14 is 150 days. Accepting that there will always be some complex cases that will take well above this threshold to resolve, the force is aiming to locally investigate allegations within 100 days.

In the 12-months to December 2013 the force finalised 44 percent of local investigations within the target timescale. The average time taken to locally investigate allegations is 207 days.

12-months-to-date performance:	207 days to locally investigate allegations for the 12 months to the end of December 2013 ²⁸
Year-to-date performance:	208 days for the period from April to December 2013
Target performance:	57 days from target (12-month performance)
National ranking:	38th (of 44) with 182 days for April 2012 - March 2013 which is below the national average of 124 days
MSG ranking:	5th (of 8) with 182 days for April 2012 - March 2013 which is broadly in line with the MSG average of 149 days

²⁸ Source: Professional Standards Directorate data for public complaints recorded to the end of December 2013, extracted on 5 February 2014. PSD data is a snapshot at a given point in time and data is subject to change. The time to finalise an allegation is the number of working days between the date the allegation is received and the date the allegation is finalised.

Insight

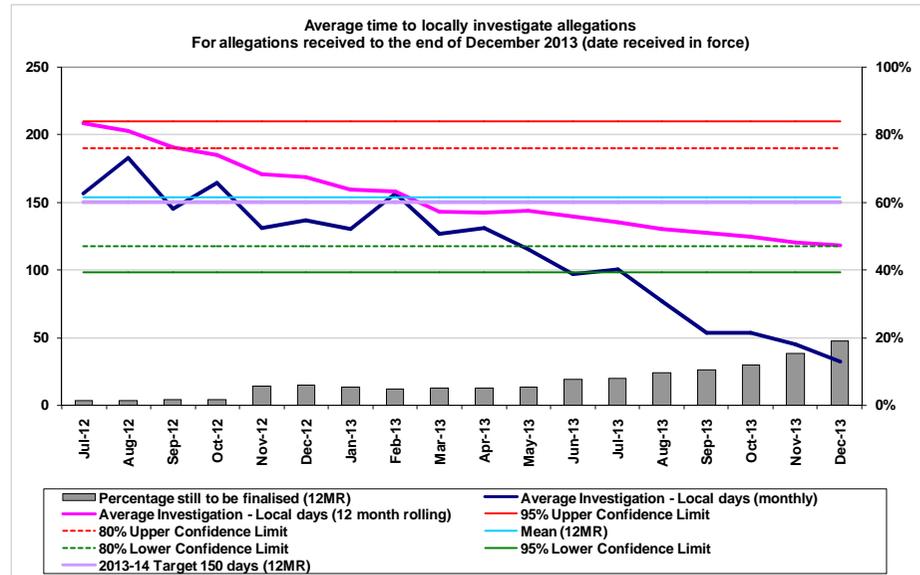
An Independent Police Complaints Commission (IPCC) key indicator in the handling of complaints is the average number of days to locally investigate allegations²⁹.

A local investigation, which is distinct from other types of formal investigation³⁰, involves the appointment of an investigating officer, usually from Professional Standards, who will look into a complaint and produce a report that details the outcome of each allegation. Complainants have a right of appeal to the IPCC following a local investigation. For further contextual information around the handling of public complaints please refer to the performance indicator for the average time to locally resolve allegations.

For the current performance year-to-date (April to December 2013) 37 percent of all allegations finalised were investigated, with the majority being local investigations. The average number of days for local investigation is 208 days with around 45 percent of those allegations locally investigated being within the 150 day target.

The type of matters investigated by local investigation can cover a wide range of issues, from relatively straightforward complaints to complex and serious criminal allegations. While many of these investigations should be completed within the target timescales it should be noted that the most serious cases can, of necessity, take much longer periods to finalise. Some delays, such as the time taken by the Crown Prosecution Service to review a file, may also on occasion be outside of the control of the force.

As with locally resolved allegations, performance on this measure is impaired by older complaint allegations. Where allegations have been finalised in the 12 months to December 2013, those that were received prior to April 2012 have an average finalisation time of 394 days. While older allegations jeopardise achievement of the 2013-14 target, the 12-months-to-date performance for allegations received since April 2012 is 148 days which is within the target and illustrates that the Force is on track to achieve to achieve the longer-term target by 2015.



²⁹ An allegation describes the type of behaviour being complained about and there may be more than one allegation attached to a complaint case. Where a complaint allegation is not suitable for local resolution (or if the complainant declined local resolution for those received prior to 22 November 2012) it may be decided that a complaint requires a thorough examination of the incident.

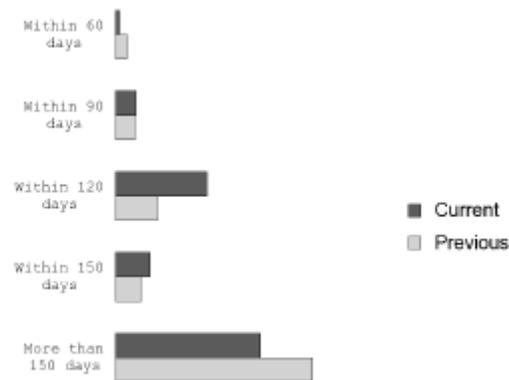
³⁰ There are three other types of investigation. Supervised investigations: Are carried out by the police under their own direction and control. The IPCC sets out the terms of reference for the investigation and will receive the investigation report when it is complete. Complainants have a right of appeal to the IPCC following a supervised investigation. Managed investigations: Are carried out by police forces under the direction and control of the IPCC. Independent investigations: Are carried out by IPCC investigators and are overseen by IPCC commissioners. IPCC investigators have all the powers of the police themselves.

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Examining the average time to locally investigate allegations by allegation received date (as per chart above right), rather than allegation finalised date, also suggests that older cases are masking any improvement. There is evidence of a potential declining long-term trend in the average time to locally investigate an allegation. For allegations received in the year to December 2012 the average time was 168 days compared with 118 days for the year to December 2013.

Complaint allegations

	Current		Previous	
Within 60 days	1%	3	4%	7
Within 90 days	7%	15	7%	12
Within 120 days	31%	66	14%	26
Within 150 days	12%	25	9%	16
More than 150 days	49%	105	67%	122
All Allegations		214		183
Average Time		205 days		195 days



The table and chart opposite shows those allegations formally investigated by Professional Standards investigators³¹. This illustrates that in the year to December 2013 around 51 percent of allegations were finalised within the 150 day target, which compares positively with 34 percent for the same period in the previous year.

Again, the evidence is encouraging but should be treated with caution. Following introduction of the new regulations³² a local proportionate investigation³³ has been replaced by a local resolution investigation, and allegations resolved

under this mode will be classed as a local resolution rather than an investigation. Local proportionate investigations were typically used for less severe complaints, often where the complainant declined local resolution. Therefore, while the proportion of allegations that are investigated may be expected to reduce, those allegations that are investigated will be of a higher severity potentially leading to longer average investigation times.

As of 1 April 2010, police forces are expected to record whether a complaint is upheld or not upheld. A complaint will be upheld if the service or conduct complained about does not reach the standard a reasonable person could expect. This means that the outcome is not solely linked to proving misconduct. The Force upheld around 19 percent of allegations that were formally investigated in the 12 months to the end of December 2013. The latest IPCC data³⁴ provides a figure of 19 percent for Nottinghamshire Police which compares favourably with the national average of 12 percent and MSG³⁵ average of 11 percent, and indicates that a greater proportion of concerns expressed by complainants are being resolved by the Force.

³¹ *Complaint allegations investigated by Professional Standards Directorate, comparing allegations finalised in the 12 months to the end of December 2013 (current period) with the 12 months to the end of December 2012 (previous period). Data as at 27 January 2014.*

³² *Under the Police Reform and Social Responsibility Act 2011, that is effective from 22 November 2012, changes are introduced to the local resolution process. Local resolution investigation (LRI) is a Nottinghamshire Police definition and this may change once updated IPCC Statutory Guidance is released.*

³³ *Nottinghamshire Police carried out a local proportionate investigation where the conduct that was being complained about (even if proved) would not justify bringing criminal or disciplinary proceedings but where the complainant did not agree to the local resolution process.*

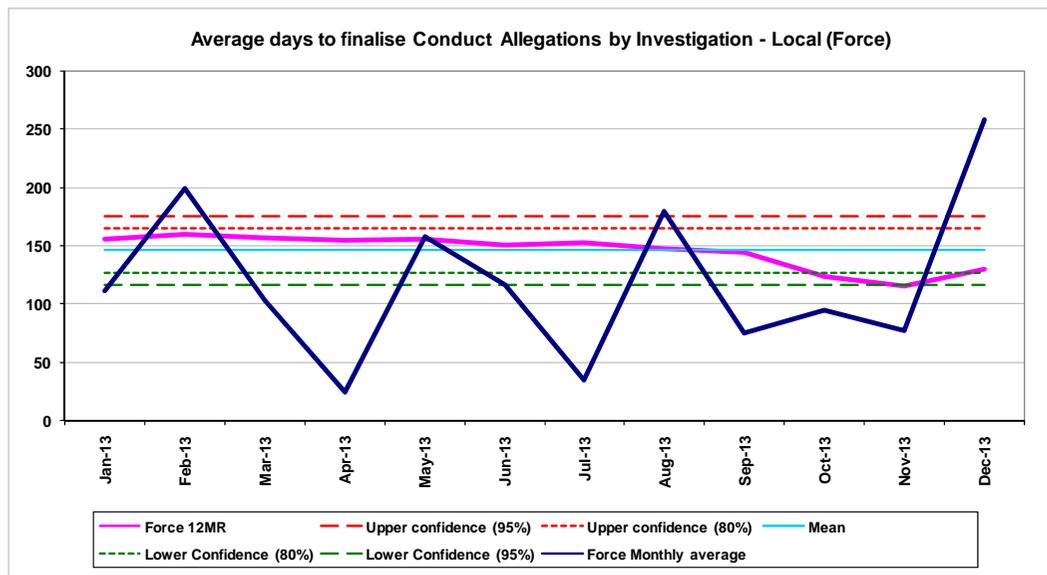
³⁴ *Source: Police Complaints Information Bulletin (Interim Bulletin) – Nottinghamshire Police, Reporting Period April 2012 to March 2013, published by the Independent Police Complaints Commission. The IPCC has advised that some information is missing and that a full bulletin for April 2012 to March 2013 will be published in the summer of 2013. In particular the bulletin does not reflect the changes introduced to the complaints system by the Police Reform and Social Responsibility Act 2011.*

³⁵ *This reflects the previous Most Similar Group of forces for Nottinghamshire which includes: Lancashire; Leicestershire; Northamptonshire; Northumbria; South Wales; South Yorkshire; and Staffordshire.*

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Actions	
Location	Current Actions
PSD	The Force is proactively working to improve the timeliness of the investigation process by aiming to deal with as many such allegations within 100 working days. Action plans have been drawn up by Professional Standards and these continue to be monitored by the Deputy Chief Constable through the monthly Standards and Integrity meeting.

Section 7 Average Time To Locally Investigate Conduct Allegations



While there is no target for this measure included in the 2013/18 Policing Plan the 150 day target for the timeliness of local complaint investigations serves as a good benchmark (see Section 6).

Accepting that there will always be some complex cases that will take well above this threshold to resolve, the force is aiming to locally investigate conduct allegations within 100 days.

In the 12-months to December 2013 the force finalised 64 percent of local investigations within 150 days. The average time taken to locally investigate allegations is 130 days and the long-term trend is stable.

12-months-to-date performance:	130 days to locally investigate conduct allegations for the 12 months to the end of December 2013 ³⁶
Year-to-date performance:	130 days for the period April to December 2013

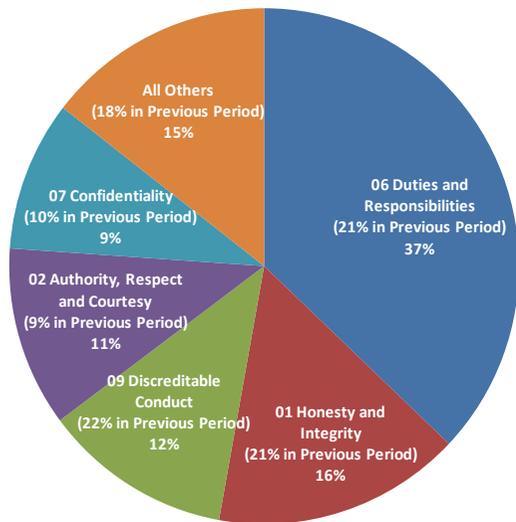
Insight

All conduct cases are formally investigated. The majority of cases are locally investigated by Nottinghamshire Police however for some cases the Independent Police Complaints Commission (IPCC) will supervise or manage the investigation. There are also instances where the case is independently investigated by the IPCC.

Conduct investigations are predominantly conducted by the Professional Standards Directorate. The type of matters investigated locally can cover a wide range of issues, from relatively straightforward issues to complex and serious criminal allegations. While many of these investigations should be completed within reasonable timescales it should be noted that the most serious cases can, of necessity, take much longer periods to finalise. Some delays, such as the time taken by the Crown Prosecution Service to review a file, may also on occasion be outside of the control of the force.

³⁶ Source: Professional Standards Directorate data for public complaints recorded to the end of December 2013, extracted on 5 February 2014. PSD data is a snapshot at a given point in time and data is subject to change. The time to finalise an allegation is the number of working days between the date the allegation is received and the date the allegation is finalised.

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In the 12 months to the end of December 2013 there were 67 conduct cases recorded (159 allegations) compared with 89 recorded in the same period for the previous year (186 allegations).

In the year to December 2013 the top three categories of allegations make up around 65 percent of all allegations recorded as per the chart opposite. 'Duties and Responsibilities' represents the largest proportion over this time having increased to 37 percent from 21 percent last year. 'Honesty and Integrity' has dropped to 16 percent from 21 percent last year while 'Discreditable Conduct' has seen a reduction to around 12 percent of all allegations recorded.

A total of 164 allegations from 64 different conduct cases were locally investigated in the 12 months to the end of December 2013, with allegations taking an average of 130 days to finalise (including sub judice time³⁷). Around 64 percent of these were finalised in 150 days or fewer.

This is lower than the 162 day average for the same period to December 2012 where 57 percent of 149 allegations were finalised in less than 150 days. As with public complaints, it appears that older allegations are impacting the average time to finalise conduct allegations. Disaggregating allegations finalised in the 12 months to December 2013 shows that 9 were received prior to April 2012 and these averaged 245 days to finalise, whereas for the 155 allegations received post April

2012 the average dropped to 123 days.

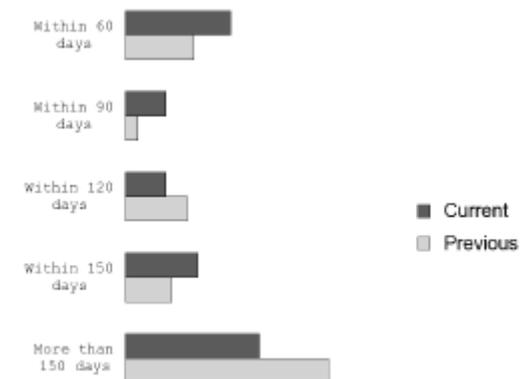
The table and chart opposite shows those allegations formally investigated by Professional Standards investigators³⁸. This illustrates that in the year to December 2013 around 66 percent of allegations were finalised within the 150 day target, which compares positively with 48 percent for the same period in the previous year.

It should also be noted that the force is dealing with an unprecedented number of serious criminal investigations which will invariably impact on average timeliness rates.

The IPCC does not currently collect data from forces in relation to conduct matters and therefore there is no information available to allow peer or national comparison on this measure.

Conduct allegations

	Current		Previous	
Within 60 days	27%	26	17%	22
Within 90 days	10%	10	3%	4
Within 120 days	10%	10	16%	20
Within 150 days	19%	18	12%	15
More than 150 days	34%	33	52%	65
All Allegations		97		126
Average Time		126 days		183 days



³⁷ Subsequent to recording, the start of any work on a case may be postponed because the matter is considered to be sub judice, which is where a person linked to the case is associated with separate criminal proceedings.

³⁸ Complaint allegations investigated by Professional Standards Directorate, comparing allegations finalised in the 12 months to the end of December 2013 (current period) with the 12 months to the end of December 2012 (previous period). Data as at 27 January 2014.

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Actions	
Location	Current Actions
PSD	There is a weekly review of all complaint and conduct cases being investigated by PSD that are over 60 days old. An Investigating Officer Performance Report and a Time Analysis Report have been developed for the Professional Services Directorate. These are used to support further analysis of the lower level data to identify any specific reasons behind the apparent deterioration or areas of concern, such as case load, particularly complex cases or individual investigating officers.

Section 8 Complaint Allegation Recording and Finalisation

Data indicates that the number of allegations recorded has significantly increased when compared with the previous 12 months, with a 63 percent rise. The possible reasons behind this are discussed in Section 1 . The short-term trend assessment indicates that the number of complaint cases and allegations has stabilised over the last quarter.

Summary	12 months to Dec-13	12 months to Dec-12	Difference	% Difference	Long term trend	Short term trend
Complaint Cases Recorded	929	482	447	93%	▽	◀▶
Complaint Cases Finalised	769	427	342	80%	△	◀▶
Allegations Recorded	1487	912	575	63%	▽	◀▶
Allegations Finalised	1426	725	701	97%	△	◀▶

Insight

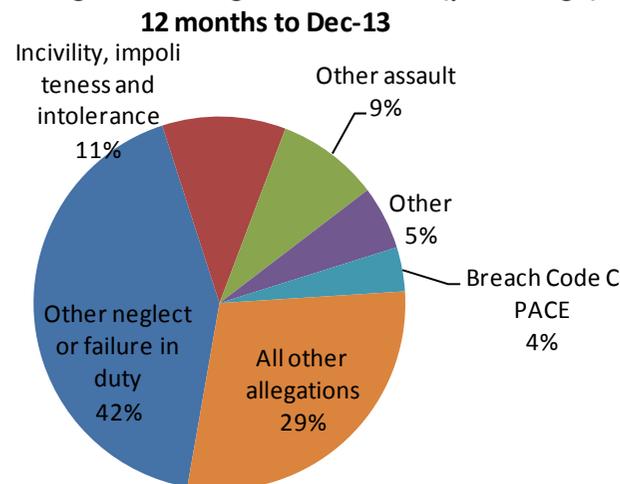
In the year to December 2013 the top five categories of complaint allegations represent around 71 percent of all allegations recorded as per the chart opposite. 'Other neglect or failure of duty' continues to represent the largest proportion over this time period and has increased from 32 percent to around 42 percent in the last year.

By contrast the percentage of allegations relating to 'Incivility, impoliteness and intolerance' has seen a possible reduction from 15 percent to 11 percent in the same period. Allegations of 'Other Assault' now represent 9 percent of all allegations, the same proportion as last year.

Nationally³⁹ the top five categories of allegations comprises: 'Other neglect or failure of duty'; 'Incivility, impoliteness and intolerance'; 'Other assault'; 'Oppressive conduct or harassment'; and 'Unlawful/unnecessary detention'.

In Nottinghamshire the latter two categories do not appear as a top five issue – being replaced with allegations categorised as 'Other'⁴⁰

Largest categories of allegations recorded (percentage)



³⁹ Source: Police Complaints Information Bulletin (Interim Bulletin) – Nottinghamshire Police, Reporting Period April 2012 to March 2013, published by the Independent Police Complaints Commission. The IPCC has advised that some information is missing and that a full bulletin for April 2012 to March 2013 will be published in the future. In particular the bulletin does not reflect the changes introduced to the complaints system by the Police Reform and Social Responsibility Act 2011.

⁴⁰ 'Other' includes allegations of conduct that do not fall within the scope of other categories, such as criminal damage (except in connection to searches of property).

- NOT PROTECTIVELY MARKED -

and 'Breach Code C PACE' (on detention, treatment and questioning).

The proportion of 'Oppressive conduct or harassment' allegations (2 percent) has remained stable over the last year and compares favourably against the MSG and national averages of 7 percent and 6 percent respectively. The ratio of 'Unlawful/unnecessary detention' allegations (2 percent) is also stable and the figure is below that for peer forces.

Means by which allegations were finalised	12 months to Dec-13	12 months to Dec-12	Difference	Long term trend (proportion)	Short term trend (proportion)
Investigation	38.7% (552)	55.4% (402)	150	▼	◀▶
Local Resolution	50.9% (726)	33.2% (241)	485	▲	◀▶
Withdrawn	7.3% (104)	8.8% (64)	40	◀▶	△
Disapplication/Dispensation	2.6% (37)	2.5% (18)	19	◀▶	◀▶
Discontinued	0.5% (7)		7	△	△
TOTAL Allegations Finalised	1426	725	701		

A complaint allegation can be dealt with in a number of ways.

As per the table left, the proportion of allegations investigated has reduced over the last year while there has been a rise in those locally resolved.

There is some evidence of a rise in the percentage of allegations discontinued although the volume is low. The proportions withdrawn or where a disapplication has been granted remain broadly unchanged.

As of 1 April 2010, police forces are expected to record whether a complaint is upheld or not upheld. A complaint will be upheld if the service or conduct complained about does not reach the standard a reasonable person could expect. This means that the outcome is not solely linked to proving misconduct. The Force upheld around 19 percent of allegations that were formally investigated in the 12 months to the end of December 2013. There is no significant difference in the number of allegations upheld by ethnicity of the complainant.

The latest IPCC data⁴¹ provides a figure of 19 percent for Nottinghamshire Police which compares favourably with the national average of 12 percent and MSG⁴² average of 11 percent, and indicates that a greater proportion of concerns expressed by complainants are being resolved by the Force.

Actions

Location	Current Actions
Force-wide	It is proposed that Senior Management Teams note the trends in relation to categories of allegations being recorded, particularly: 'Other neglect or failure of duty' and satisfy themselves that officers and staff who deal with the public directly are adequately briefed and trained in respect of the standards expected in their public interactions.

⁴¹ Source: Police Complaints Information Bulletin (Interim Bulletin) – Nottinghamshire Police, Reporting Period April 2012 to March 2013, published by the Independent Police Complaints Commission. The IPCC has advised that some information is missing and that a full bulletin for April 2012 to March 2013 will be published in the summer of 2013. In particular the bulletin does not reflect the changes introduced to the complaints system by the Police Reform and Social Responsibility Act 2011.

⁴² This reflects the previous Most Similar Group of forces for Nottinghamshire which includes: Lancashire; Leicestershire; Northamptonshire; Northumbria; South Wales; South Yorkshire; and Staffordshire.

- NOT PROTECTIVELY MARKED -

Section 9 Outcomes of Complaint and Conduct Cases

In total 40 subjects were linked to complaint and conduct cases that have been concluded by way of a formal police or Human Resources (HR) meeting/hearing in the 12-month reporting period. The hearings and meetings led to eleven employees being dismissed.

**Outcomes for 40 subjects linked to Complaint and Conduct Cases finalised
in the 12 months to the end of December 2013(*)**

	Dismissed		Final Written Warning		Written Warning		Management Advice / Verbal Warning		Not Proven		No Action / Discontinued		Total Subjects
Complaint	8% (1)	◀▶	31% (4)	△	38% (5)	◀▶	0% (0)	▼	0% (0)	◀▶	23% (3)	◀▶	13
Conduct	37% (10)	▲	33% (9)	△	4% (1)	▼	19% (5)	◀▶	0% (0)	▽	7% (2)	◀▶	27
All Cases	28% (11)	◀▶	33% (13)	△	15% (6)	▽	13% (5)	▽	0% (0)	▽	13% (5)	◀▶	40
Gross Misconduct	48% (11)	◀▶	43% (10)	◀▶	0% (0)	◀▶	0% (0)	◀▶	0% (0)	◀▶	9% (2)	◀▶	23
Misconduct	0% (0)	◀▶	18% (3)	△	35% (6)	◀▶	29% (5)	◀▶	0% (0)	▽	18% (3)	◀▶	17
Ethnicity													
White	24% (8)	◀▶	35% (12)	△	15% (5)	▽	12% (4)	▼	0% (0)	▽	15% (5)	△	34
BME	50% (1)	▽	50% (1)	△	0% (0)	◀▶	0% (0)	◀▶	0% (0)	◀▶	0% (0)	◀▶	2
Not Stated	50% (2)	△	0% (0)	◀▶	25% (1)	◀▶	25% (1)	◀▶	0% (0)	◀▶	0% (0)	◀▶	4
Employee Type													
Officer	17% (4)	◀▶	29% (7)	△	21% (5)	◀▶	17% (4)	▽	0% (0)	▽	17% (4)	◀▶	24
Staff	44% (7)	◀▶	38% (6)	◀▶	6% (1)	▼	6% (1)	◀▶	0% (0)	◀▶	6% (1)	◀▶	16
Gender													
Female	45% (5)	◀▶	27% (3)	◀▶	0% (0)	▼	9% (1)	◀▶	0% (0)	◀▶	18% (2)	△	11
Male	21% (6)	◀▶	34% (10)	△	21% (6)	◀▶	14% (4)	▽	0% (0)	▽	10% (3)	◀▶	29

(*) 115 subjects had a Case to Answer, of which 41 were to be dealt with formally through Hearings and Meetings. (The discrepancy may be due to 1 subject(s) with a Case To Answer either Retiring or Resigning.) Of the remainder, 62 were covered by Management Action and 12 received either UPP, Informal Action or No Action.

Notes

Only the most severe outcome in a particular Case for a Subject is counted.

In some instances Cases may be linked, either involving the same employee(s) or different employees. Such scenarios may lead to an outcome being counted more than once for an employee, potentially inflating the figures in the above table. There were 37 employees that were due to attend Hearings and Meetings for Cases finalised in the 12 months to the end of December 2013.

The data table includes only Cases that were recorded under the new misconduct regulations (post Taylor reform) and therefore long term trends should be treated with caution.

Insight

In some instances cases may be linked, either involving the same employee(s) or different employees. Similarly an employee may be the subject of more than one finalised case in the period and receive different outcomes. Such scenarios may lead to an employee being counted more than once, either for the same or different outcomes. In the 12 months to December 2013, the 40 subjects relate to 37 individual employees. Of these, seven police officers attended a hearing, 14 police officers attended a meeting and 16 police staff attended a HR discipline meeting/hearing.

The number of subject outcomes is low in volume over any 12-month period which means that analysis of trends is not entirely reliable. Of the 40 subjects there were only two that were BME and therefore no assessment in respect of ethnicity has been made.

In respect of employee type, police staff discipline procedures resulted in dismissal on seven occasions (44 percent of the police staff that faced proceedings), compared to four police officers (17 percent of officers facing proceedings). Long-term trend analysis indicates that both the number of officers and staff being dismissed are stable. A further six police staff (38 percent) received a final written warning, compared to seven police officers (29 percent). Around 88 percent of police staff that faced proceedings received a formal sanction by way of dismissal, final written warning or written warning, compared to 67 percent of police officers.

When comparing the overall ratio of dismissals, final written warnings and written warnings per 1000 employees then it appears that police staff employees are broadly as likely to be formally sanctioned as are police officers. When considering the sanctions separately, police staff employees are more likely to be dismissed, whereas it seems police officers are much more likely to receive a written warning.

In the 12 months to December 2013 more than one-quarter of subjects were female, and almost half of these received a dismissal compared with less than one-fifth of male counter-parts. All females dismissed were police staff employees. It would seem that when considering formal sanctions per 1000 employees then females are as equally likely as males to be dismissed. Males, however, are substantially more apt to be given a final written warning or written warning than female colleagues. Consequently, male employees appear to be twice as likely as female employees to be formally sanctioned.

Actions

Location	Current Actions
PSD	Further research over a longer period of time is required to determine whether the apparent difference in outcomes, in respect of officers and staff, and between genders is significant. Further research with a larger data set is also required to determine if any difference in outcomes by ethnicity can also be identified.

APPENDIX A User Guide to the Performance & Insight Report

The report sets out a summary of the performance of Nottinghamshire Police in relation to the handling of public complaints and conduct matters. The report will be presented to the Standards and Integrity Board meeting chaired by the Deputy Chief Constable.

The report covers performance for the 12 month period ending 31 December 2013.

Trend Assessment Legend

For Sections 1 through 7 the following legend applies to short and long-term trend assessments.

Trend Assessment	
▲	Improving (evidence at the 95% confidence level)
△	Possibly Improving (evidence at the 80% confidence level)
◀▶	Stable (no trend)
▽	Possibly Deteriorating (evidence at the 80% confidence level)
▼	Deteriorating (evidence at the 95% confidence level)

Additionally for Sections 11 through 12 the following legend applies to short and long-term trend assessments.

Trend Assessment	
▲	Proportion increasing (evidence at the 95% confidence level)
△	Possibly increasing (evidence at the 80% confidence level)
◀▶	Proportion stable (no trend)
▽	Possibly declining (evidence at the 80% confidence level)
▼	Proportion declining (evidence at the 95% confidence level)

References

Professional Services Directorate Report Pack for the period ending December 2013 (data extracted 5 February 2014).

Commonly used acronyms

BME – Black or Minority Ethnic

LR – Local Resolution

LRI – Local Resolution Investigation (Nottinghamshire Police terminology)

LPI – Local Proportionate Investigation (Nottinghamshire Police terminology)

- NOT PROTECTIVELY MARKED -

IO – Investigating Officer
IPCC – Independent Police Complaints Commission
MSG – Most Similar Group of Forces
NPA – Neighbourhood Policing Area
PSD – Professional Standards Directorate
SMT – Senior Management Team

Data Sources:

MSG and National comparisons are based on data provided by the IPCC Police Complaints Information bulletins.
PSD data has been extracted from the internal Centurion system.
Human Resources data is derived from the internal HRMS system.
Population data is obtained from the Office for National Statistics (ONS).

Locations for officers have been revised from April 2011, following the force restructure. Some assumptions have been made in respect of officer/staff location between Jan-April 2011, as back record conversions only go back to 1 April 2011.

Data Time Period:

Data for MSG and National forces is for the 12-month period 1 April 2012 to 31 March 2013 for Public Complaints data (unless stated otherwise).
Data for Public Complaints indicators covers public complaints and allegations up to December 2013.
Headcount data from Human Resources is as at 31 January 2014.
Population data is based on the 2011 Census Population Estimates published by the ONS on 11 December 2012.

Statistical Methodology

Analysis of trend is based on the most recent 12 months performance (long-term trend) or 3 months performance (short-term trend), with tests of statistical significance employed to assess for statistically significant variations in the exponentially weighted moving average at the 80 percent and 95 percent confidence levels.

Where performance against target is assessed:

- Performance against target (long-term) is assessed using 12 month rolling average performance compared to target.
- Performance against target (short-term) is assessed using current month performance compared to target.
- A 5 percent level has been used to assess for performance significantly different to target.

For more information on the statistical techniques employed in the report please contact the performance and insight team:
mi@nottinghamshire.pnn.police.uk

For Information	
Public/Non Public	Public
Report to:	Strategic Resources and Performance Meeting
Date of Meeting:	19 March, 2014
Report of:	Tim Wendels, Head of Estates and Facilities
Report Author:	Ainsley Peters
E-mail:	Ainsley.peters10755@nottinghamshire .pnn.police.uk
Other Contacts:	
Agenda Item:	7

Environmental Management Performance

1. Purpose of the Report

- 1.1 To provide an update on the review of the Force's environmental strategy, carbon management plan, waste recycling figures and the outcome of the recent internal environmental audit.

2. Recommendations

- 2.1 To note the Report.

3. Reasons for Recommendations

- 3.1 To ensure that the OPCC is aware of the Force's current environmental management performance.

4. Summary of Key Points

Environmental Policy and Strategy

- 4.1 The Force's current Environmental Policy and Strategy was developed in 2011. The Strategy and Policy are now due for review and are being reviewed and reworked in line with the PCC's Corporate Social Responsibility agenda. A consultative approach is being taken and a range of stakeholders will be engaged when developing the new strategy. It is anticipated that a draft will be reported to the Force's Environmental Management Board meeting in May, 2014 for consideration.

Carbon Management Plan

- 4.2 In 2011, the Force developed a Carbon Management Plan which sets out a target for a net reduction in its carbon emissions of 30% by 2015. The Plan also sets out projects and proposals to meet that target. The Plan is currently being updated in line with new initiatives and projects that have been developed and it is anticipated that the updated version will be reported to Force's Environmental Management Board in May.

- 4.3 Progress to date with the target shows a carbon emissions reduction of circa 7%, which is 17% of the target.
- 4.4 The following schemes have either been implemented or are being planned at the current time:-

Carbon Management

30th January 2014

Revised as at Jan 2014			
	2013/14	2014/15	2015/16
	£'000	£'000	£'000
Existing PV	20.0		
Mansfield energy usage	18.0		
Riverside/Oxclose Lane usage	4.0		
PV Riverside/Oxclose	6.0		
Ollerton Biomass		10.0	
FHQ Biomass		27.0	18.0
Print Work Biomass		7.7	14.3
West Bridgford Biomass		7.7	14.3
LED			
Bridewell/Mansfield		18.5	18.5
FHQ		3.5	3.5
Not yet identified		4.6	10.4
Total	48.0	79.0	79.0
Cumulative Total	48.0	127.0	206.0
Total Energy (Electric/Gas/Oil)	1692		
% Saving	3%	8%	12%

- 4.5 Further schemes will also be developed as appropriate in order to meet the carbon emissions reduction target.

Waste recycling figures

- 4.6 The Force's target is to recycle 85% of its general waste. The Force is currently hitting this target with current performance being at 85.9%.

Internal Environmental Audit

- 4.7 Baker Tilley, the Force's Internal Auditors have recently audited environmental management within the Force. The Force received a 'green' rating and some minor recommendations were proposed.

- 4.8 The recommendations received are set out below. These recommendations are being implemented.

List of recommendations:

- 4.8.1 The Force should ensure that employees at levels below the Chief Officer Team and Senior Management are fully aware of the environmental targets set. This could be through the use of Environmental Champions or better publicity through the Force's intranet. An increased awareness will increase participation which would help the Force achieve its environmental objectives.
- 4.8.2 The Force should ensure that the Carbon Management Plan was updated ensuring that the Environmental Team has an accurate understanding of how they are currently performing against their CO₂ emissions reduction target of 30%.
- 4.8.3 The Force should undertake an independent review of the figures reported to the EMG to confirm that these accurately reflect the data provided by Wastecycle.
- 4.8.4 A clear audit trail should be created to document where Health & Safety site surveys have been undertaken and the dates these have been completed, to ensure that all sites are subjected to this type of review during the year. If the surveys are documented, any similar issues across the various sites will be easily flagged and consistent action taken.
- 4.8.5 The Force should consider introducing a version control to create an audit trail of when the register was updated and for what reason. This should also include dates when the register has been reviewed by the Health & Safety Team or colleagues in other forces to ensure that all legislation applicable to the Force is included.
- 4.8.6 The Force should consider creating a section on the Force website informing the public of targets, progress made and successful projects as part of the 'Spend your Money Wisely' objective.

5 Financial Implications and Budget Provision

- 5.1 The capital programme contains a total budget of £1.0m for energy initiatives and other "spend to save" initiatives to support the Carbon Management Plan and carbon reduction initiatives.

6 Human Resources Implications

- 6.1 None.

7 Equality Implications

7.1 None.

8 Risk Management

8.1 N/A

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

9.1 There is a link to the PCC's Corporate Social Responsibility agenda.

10 Changes in Legislation or other Legal Considerations

10.1 None.

11 Details of outcome of consultation

11.1 The outcome of consultation on the revised Environmental Policy and Strategy will be fed into the process to review the documents.

12. Appendices

12.1 None

For Information	
Public	
Report to:	Strategic Resources & Performance
Date of Meeting:	19 March 2014
Report of:	ACO Monckton
Report Author:	Carl Taylor-Walster/Billy Pruden
E-mail:	carl.taylor-walster@nottinghamshire.pnn.police.uk
Other Contacts:	Steve Mitchel
Agenda Item:	8

Annual Health & Safety Report 2012-2013

1. Purpose of the Report

- 1.1 To provide a full year update on health & safety issues and statistics for the period April 2012 to March 2013.

2. Recommendations

- 2.1 It is recommended that the members of the Strategic Resources and Performance meeting note the contents of the report.

3. Reasons for Recommendations

- 3.1 To ensure that the Office of the Nottinghamshire Police and Crime Commissioner are kept up-to-date with regards to health and safety issues and statistics for the Force.

4. Summary of Key Points

4.1 Summary of reported injuries

Accident injuries including RTC's	2012/13	2011/12	Increase/Decrease
Police Officers	320	380	-15.7%
Police Staff	77	85	-9.4%
Special Constables	7	7	-
Other	0	0	-
Total	404	472	-14.4%

Assaults	2012/13	2011/12	Increase/Decrease
Police Officers	143	159	-10%
Police Staff	16	22	-27%
Special Constables	4	6	-33%
Total	163	187	-12.8%

RIDDOR reportable (Injuries reported to the Health & Safety Executive)	2012/13	2011/12	Increase/Decrease
Major Injuries	5	13	-61.5%
Over 7 day injuries	25	*	-
Total	30	*	-

* Over 7 day injuries were not reported during 2011/12 due to changes to the RIDDOR regulations by the Health & Safety Executive (HSE). In future only 'major injuries' as defined by the HSE and over '7 day injuries' will be reported.

5. Financial Implications and Budget Provision

5.1 Accidents, assaults and RTCs all have financial implications for the force. This can be as a result of absence following injury, backfilling posts, compensation claims, investigation costs and repairing any damage. The Health & Safety Executive estimates that every lost time accident will cost an organisation on average: £2100.

6. Human Resources Implications

6.1 See Appendix 1.

7. Equality Implications

7.1 Not applicable.

8. Risk Management

8.1 Strategic Health & Safety Risks.

There are currently 2 strategic risks on the register:

Custody Fire Safety Risk: There are numerous threads to this risk which the Health & Safety team have been working on for the past 12 months. The initial concerns were around the following areas.

Fire alarm system
Fire load in cells
Fire fighting equipment
Evacuation of detainees
Operation of plant and equipment under fire conditions

Following on from work carried out with the Fire Service and in house training the following risks were mitigated.

Fire alarm system
Fire load in cells
Evacuation of detainees

The 2 outstanding risks continue to be worked on by Estates and facilities with the support of the Health & Safety team.

Body armour procurement: Due to national procurement contracts Nottinghamshire Police are no longer able to purchase body armour to our standard. Work is being undertaken by supplies and procurement to enable Nottinghamshire Police to source armour to the required standard.

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

9.1 Not applicable.

10. Changes in Legislation or other Legal Considerations

10.1 Not applicable.

11. Details of outcome of consultation

11.1 Not applicable.

12. Appendices

12.1 Appendix 1 – total Force sickness figures April 2012 – March 2013.

12.2 Appendix 2 – annual health and safety report.

Total Force Sickness Figures April 2012 to March 2013

Police Officers	FTE at Start Date	FTE at End Date	Ave FTE	Contracted hours available	1-7 Days Hours lost	1-7 Days No of instances	8-28 Days Hours lost	8-28 Days No of instances	28+ Days Hours lost	28+ Days No of instances	Total hours	Total % of contracted hours lost to sickness
Apr-12 to Mar-13	2151.63	2073.25	2112.44	3755622.58	33544.92	1690	22704.93	255	113803.11	260	170052.96	4.53%
Police Staff												
Apr-12 to Mar-13	1493.07	1591.33	1542.20	2536179.52	25668.66	1408	18590.77	265	63300.68	189	107560.11	4.24%



NOTTINGHAMSHIRE
POLICE
PROUD TO SERVE

Annual Health & Safety Report

2012 – 2013

Report authors:

Carl Taylor-Walster. GFireE, CMIOSH

Billy Pruden. CMIOSH

The Force Health & Safety Report is produced annually to inform the Chief Constable and the Chief Officer Team, Nottinghamshire Office of the Police and Crime Commissioner and Divisional/Departmental Senior Management Teams about how Nottinghamshire Police has performed in relation to health & safety during the previous 12 months. Areas of concern are identified and action plans are produced by Divisions and Departments to mitigate injury and ill health. The report contains factual information gathered from the Force Health & Safety reporting and recording system as well as analysis of the statistics by the Force Health & Safety team.

1.0 Introduction

- 1.1 This report covers the financial year from 1st April 2012 to 31st March 2013. The aim is to provide statistical data and information on what Nottinghamshire Police is doing to protect its Police Officers, Police Staff, Specials, Volunteers, Contractors, service users and members of the general public.
- 1.2 Health & Safety focuses on reducing the risks of injury and ill health that can arise from the wide range of policing and support activities. The Force recognises that good Health & Safety management supports the delivery of a first class policing service to the people of Nottinghamshire.
- 1.3 Nottinghamshire Police's policy in relation to Health & Safety is set out in the policy statement which was updated in April 2011. The principles set out therein provide the overarching framework for all subsidiary statements at Corporate, Divisional and Departmental level.
- 1.4 During 2012 a 'Regional Health & Safety Strategy' and a 'Regional Mutual Aid agreement' were both adopted by the Force. The strategy aims to promote policies and best practices which lead to a reduction in accidents, ill health and dangerous occurrences within the East Midlands Police Forces. It also aims to raise the profile of Health & Safety and promote a positive Health & Safety culture.
- 1.5 The national framework for Health & Safety in the police service continues to be led by the ACPO Health, Safety and Welfare Strategic Group which meets quarterly. An annual planning meeting is held to set the strategic direction.

1.6 Summary of reported injuries

Table 1

Accident injuries including RTC's	2012/13	2011/12	Increase/Decrease
Police Officers	320	380	-15.7%
Police Staff	77	85	-9.4%
Special Constables	7	7	-
Other	0	0	-
Total	404	472	-14.4%

During this reporting period there has been a significant decrease (30%) in training related injuries compared to the previous year. This is in part attributed to a reduction in training courses during May and July due to the Olympic Games.

There has also been a decrease during the period in injuries as a result of Road Traffic Collisions (RTC's), down 20% compared to the previous year.

Table 2

Assaults	2012/13	2011/12	Increase/Decrease
Police Officers	143	159	-10%
Police Staff	16	22	-27%
Special Constables	4	6	-33%
Total	163	187	-12.8%

Historically there has been a spike in assaults during May and August. This spike did not occur during 2012/2013. In part this reduction is attributed to the identification of this trend and resources allocated according to the risk. i.e. having more officers available on a bank holiday weekend.

Table 3

RIDDOR reportable (Injuries reported to the Health & Safety Executive)	2012/13	2011/12	Increase/Decrease
Major Injuries	5	13	-61.5%
Over 7 day injuries	25	*	-
Total	30	*	-

* Over 7 day injuries were not reported during 2011/12 due to changes to the RIDDOR regulations by the Health & Safety Executive (HSE). In future only 'major injuries' as defined by the HSE and over '7 day injuries' will be reported.

During the year, the biggest cause of injury through accident and assault was 'resisting arrest' which accounted for 126 injuries (23.9% of total injuries). Second highest cause was 'restraining prisoner' which accounted for 115 injuries (20.2% of total injuries) through either accident or assault.

In relation to 'major injuries' and 'over 7 day absences' the biggest causes of injuries were 'restraining prisoner' and 'resisting arrest' which accounted for 10 injuries.

2.0 Health & Safety Committees

- 2.1 Health & Safety Committee meetings occur regularly throughout the Force. Each Division & Department holds quarterly meetings chaired by the Chief Superintendent with the exception of Crime & Justice which holds bi monthly meetings chaired by the Head of Crime & Justice.

3.0 Training

- 3.1 Health & Safety training is delivered by the Regional Learning & Development Team and includes both classroom based and e-learning modules which are delivered as part of an induction programme and on promotion.

The Health & Safety team deliver a half day input to new recruits as part of their initial training.

External training providers deliver Institute of Occupational Safety & Health accredited courses in Risk Assessment and Managing Health & Safety. They are delivered on request.

4.0 Accidents / Injuries

- 4.1 The Force Health & Safety Team analyse all reported accidents in order to help prevent or reduce accidents and injuries and identify any trends. This information is also used to inform local Health & Safety action plans.
- 4.2 There were no fatalities involving police officers or police staff. There were 5 major injuries reported to the Health & Safety Executive. All of the injuries were fractured bones.
- 4.3 Table 4 shows the benchmarking for Nottinghamshire Police Divisions/Departments per 100 officers/staff for the year April 2012 to March 2013.

Table 4

Force benchmarks per 100 officers/staff	City	County	OS	Custody	CM	C&J	CS	Total 2012-13	Total 2011-12	Total 2010-11
Accidents Police Officers	14.88	15.80	16.11	20.00	6.45	2.26	0.00	13.21	14.99	13.2
Accidents front-line staff*	13.00	6.79	0.00	21.25	0.00	0.00	0.00	9.26	10.23	5.54
Accidents other Police staff	10.56	4.78	11.48	0.00	0.61	2.71	2.35	4.48	3.27	5.38
Assaults front-line staff*	4.88	3.07	0.00	6.33	0.00	0.00	0.00	3.37	4.68	4.43
Assaults Police Officers	6.18	9.54	3.89	7.27	0.00	0.00	0.00	6.26	7.00	8.84
Slips/trips/falls	1.03	2.04	1.66	0.75	0.28	0.20	0.63	1.12	1.37	3.20
Training injuries Police Officers	0.95	0.94	3.33	0.00	0.00	0.56	0.00	0.93	1.41	1.30
RTC-Polac injuries Police Officers	1.96	1.06	0.56	0.00	0.00	0.56	1.21	1.24	1.51	2.00
Major injuries	0.11	0.28	0.42	0.00	0.00	0.00	0.00	0.13	0.23	0.33
Over 7 day injuries	0.69	0.99	1.24	0.75	0.00	0.59	0.00	0.60	-	-

* - front line staff are Detention Officers, PCSO's and Front Counter Staff.

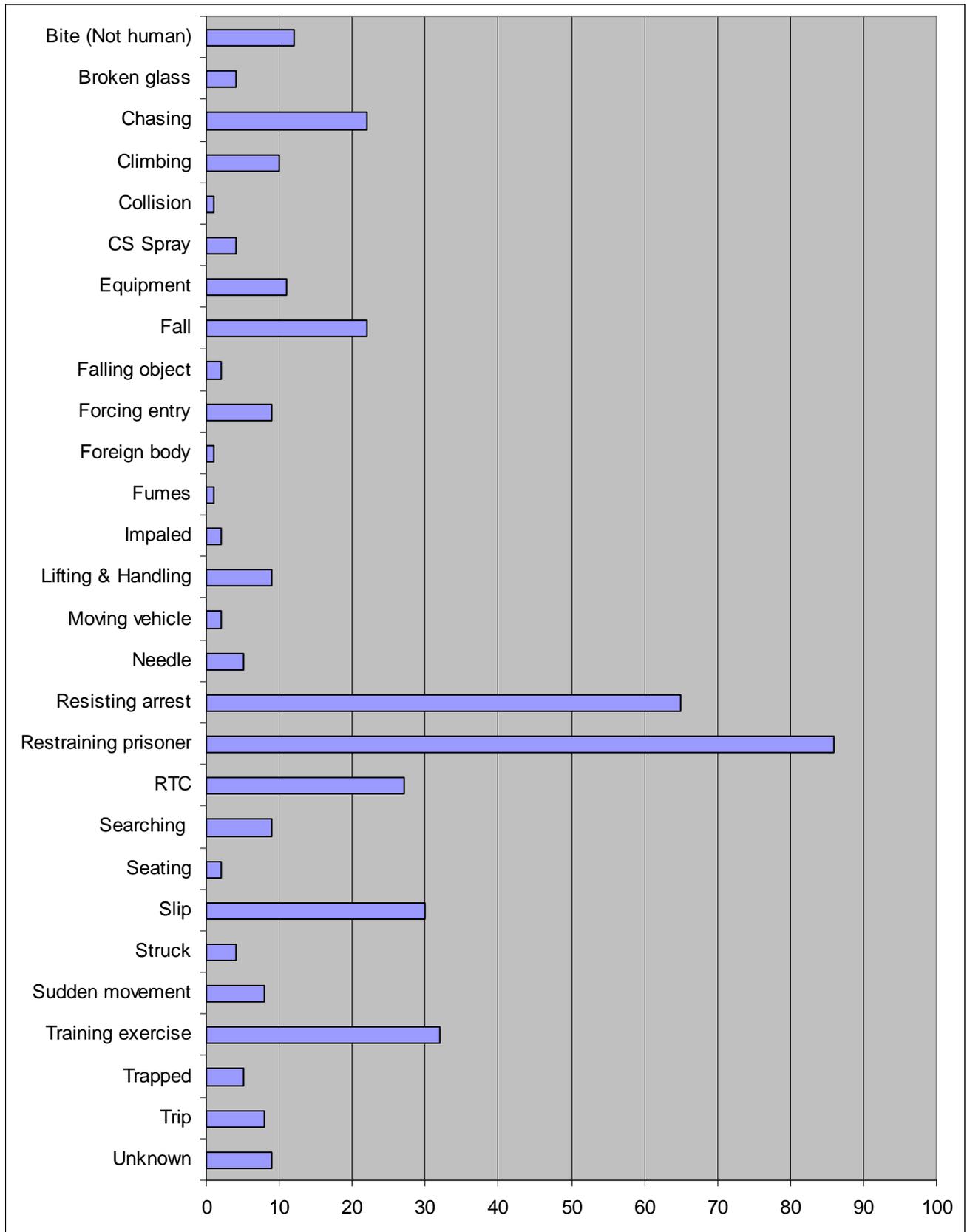
The Health & Safety Department analyse this data and use the information to identify exceptions and to inform discussions at divisional health & safety meetings.

.

Accidents per 100 front line staff have reduced compared to last year.

Slips, trips and falls are significantly lower than the previous year, which was lower than the 2010-11 figures. This is attributed in part to a pro active approach to clearing ice and snow on force premises.

4.4 Accidents by cause 2012-13



The top 3 causes of accidents for the year were 'restraining prisoner', 'resisting arrest' and 'training exercise'. This is consistent with the top 3 causes of accidents for the previous year.

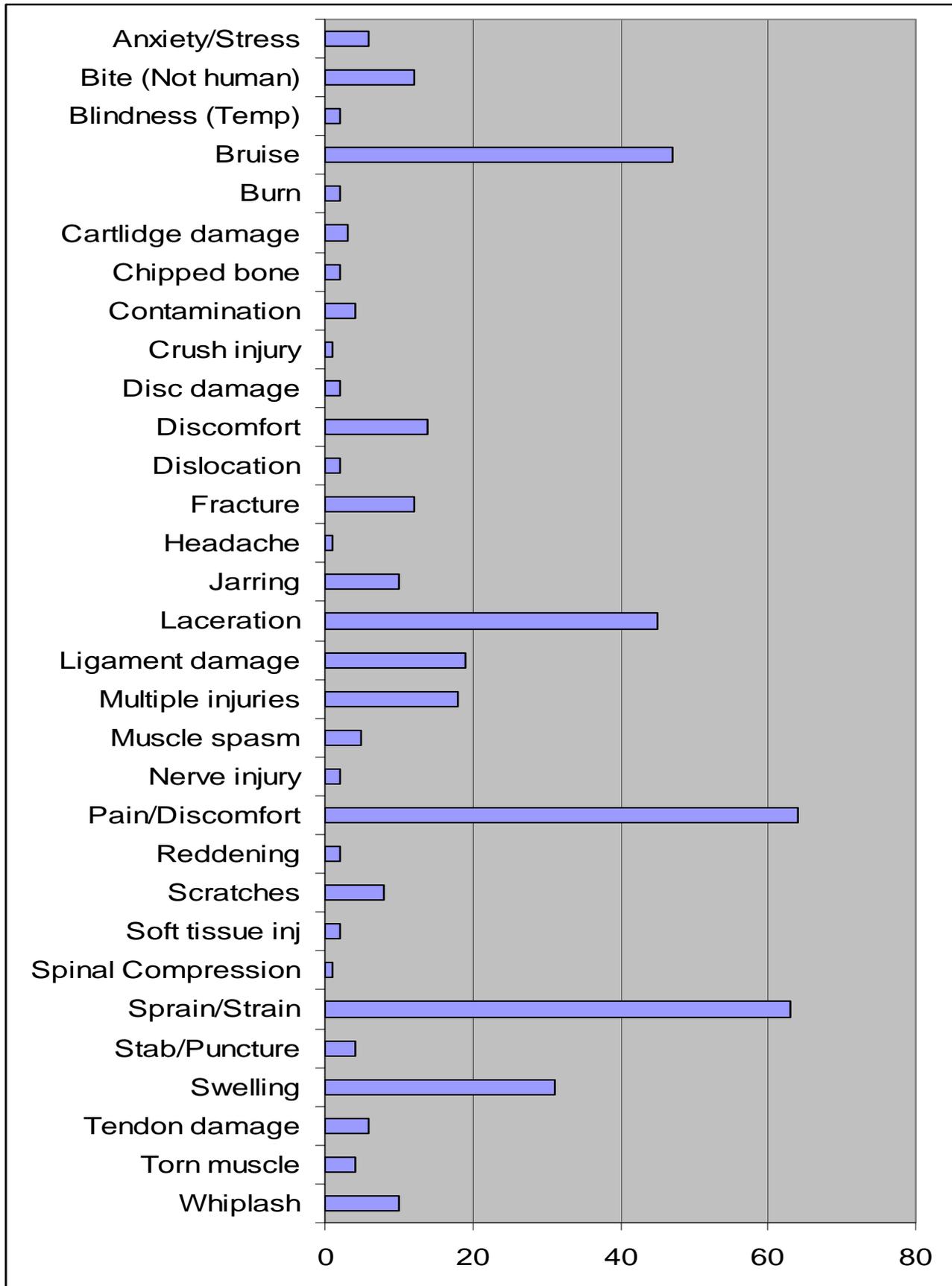
In relation to 'restraining prisoner' 29 incidents occurred on police premises and 57 occurred in a public place, or someone else's premises and involved 66 Police Officers, 18 Police Staff and 2 Special Constables.

28 Police Officers and 4 Police Staff were injured whilst participating in a training exercise. In relation to Police Officers 15 injuries were as a result of public order training, 3 resulted from firearms training, 1 dog unit training and 9 resulted from Unarmed Defence Tactics (UDT) officer safety training. In relation to Police Staff all of the injuries were as a result of UDT officer safety training.

62 Police Officers and 2 Special Constables were injured when they were faced with an individual resisting arrest. 1 PCSO received an injury whilst assisting in an arrest. The injuries can be broken down by Division and Department as follows:

City – 27
County – 34
OS – 4

4.5 Accident/Injury types 2012/2013



The top 3 injury types were pain/discomfort, sprain/strain, and bruising. Out of the top 3 injury types, 6 were reported to the Health & Safety Executive because the injury resulted in an absence of over 7 days.

Pain/discomfort accounted for 64 injury types, followed by Strain/Sprain which accounted for 63 injuries.

5.0 Assaults

5.1 There were a total of 163 injuries on duty as a result of an assault (see Table 2 Page 3). This was made up of the following mix of Police Officers/Special Constables/Police Staff:

143 Officers, compared to 159 reported the previous year.

16 Front line staff (PCSO's, Detention Officers, Enquiry staff) compared to 22 reported the previous year.

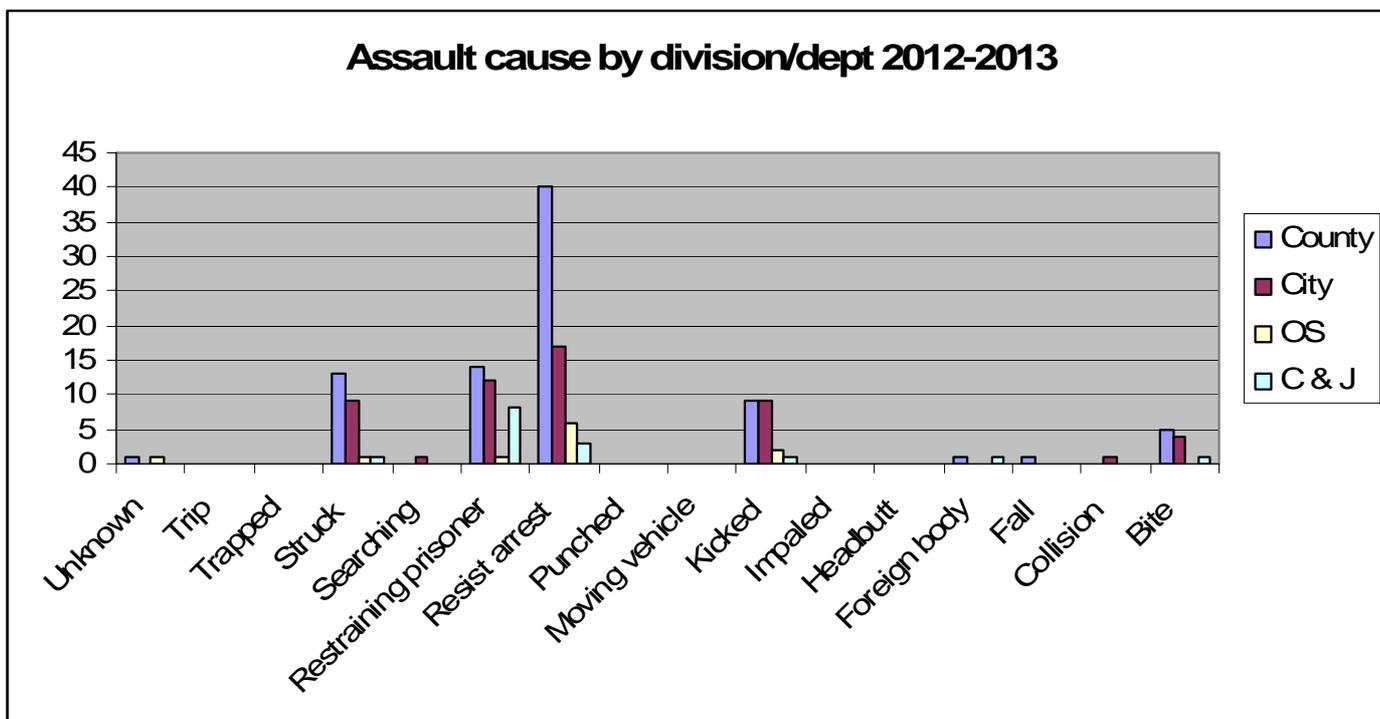
4 Special Constables compared to 6 reported the previous year.

Table 5 below identifies the assault frequency rate per 100 officers for the County and City Divisions. It identifies that assaults on officers within the City division have reduced in number year on year for the past 3 years. The County division has seen an increase compared to last year but is still down on the 2010-11 figures.

Table 5

	Frequency/ 100 officers (County Division)	Frequency/ 100 officers (City Division)
2012-13	9.54	6.18
2011-12	7.69	9.44
2010-11	12.00	10.21
2009-10	7.01	5.83
2008-07	11.89	6.36
2007-08	9.98	6.23

Assault cause by division/dept 2012-2013



Reducing assaults

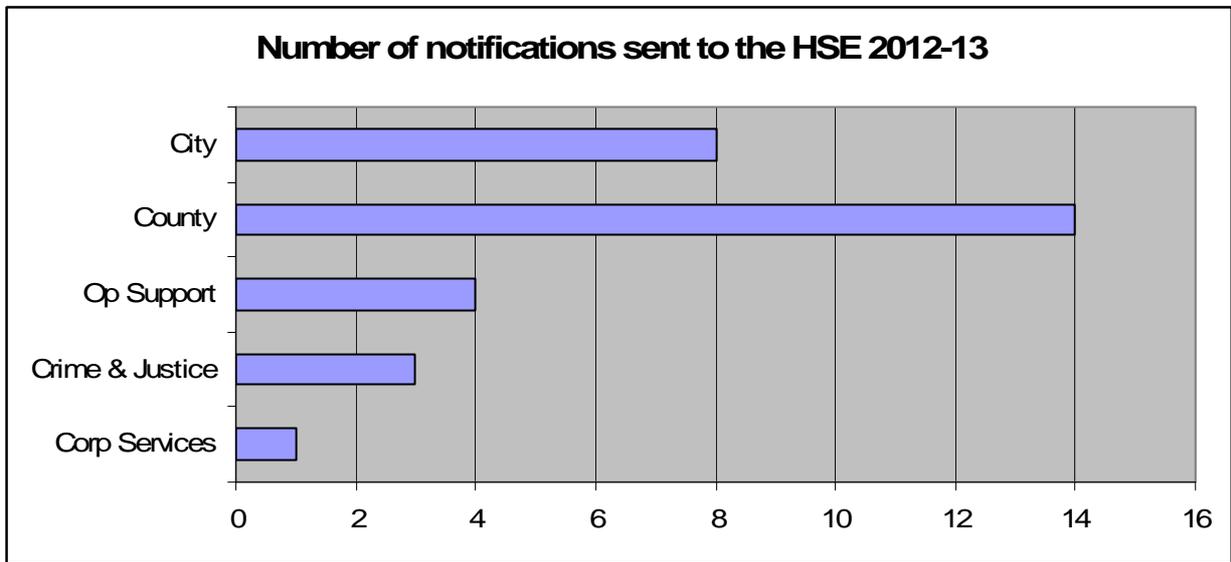
The Health & Safety team:-

- Monitor and analyse assaults, compare across the force, region and MSF's.
- Provide information; work with Divisions and Departments to identify issues/ themes/ hot spots.
- Identify trends, training issues, improvements.
- Provide advice to divisions and departments.

6.0 Reporting of Injuries, Diseases & Dangerous Occurrence Regulations

RIDDOR requires employers to report to the Health & Safety Executive (HSE) certain workplace related injuries, diseases and dangerous occurrences.

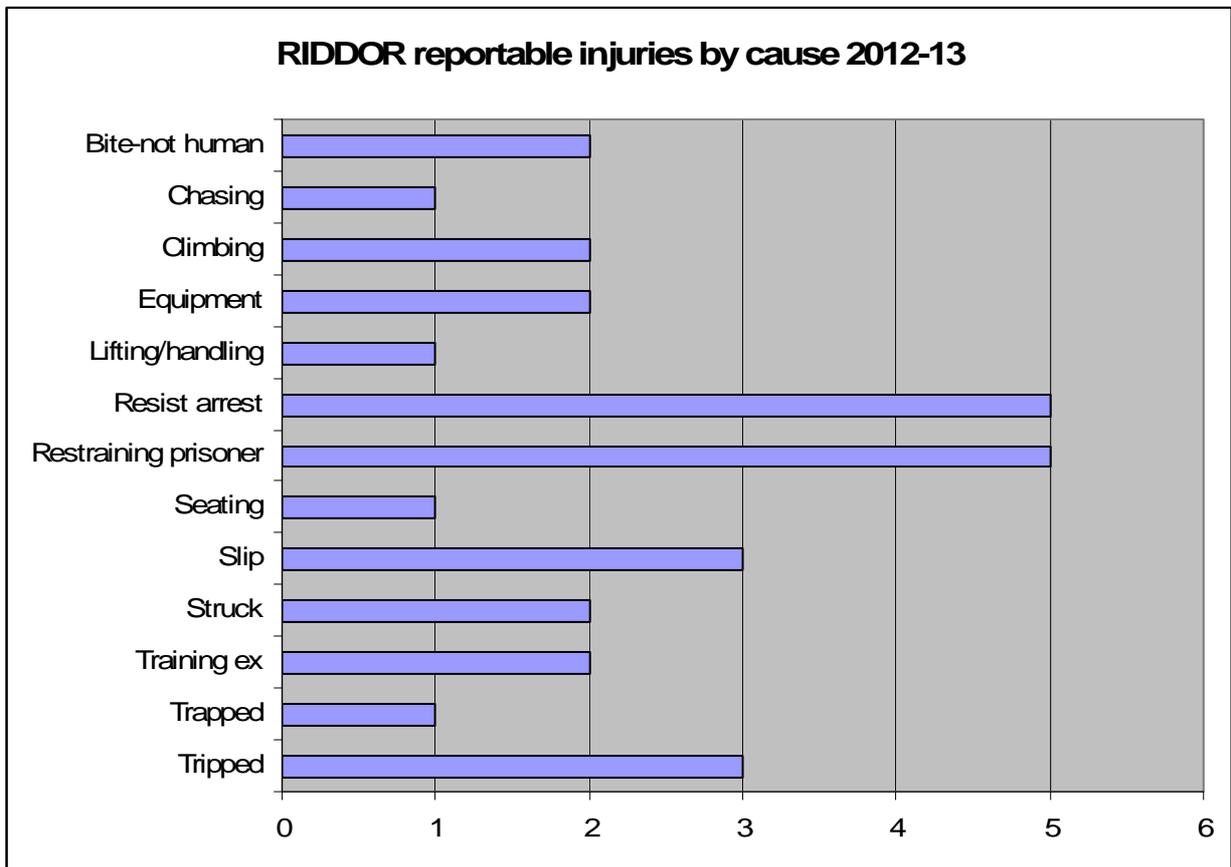
During the year, Nottinghamshire Police reported 30 'incidents' to the HSE compared to 44 the previous year.



8 reports were sent to the HSE for the City Division, 2 were 'major injuries' and the remaining 6 were 'over 7 day' injuries. The 'major injuries' were both fractured bones.

14 reports were sent to the HSE for County Division, 3 were 'major injuries' and 11 were 'over 7 day injuries'. The 'major injuries' were all fractured bones.

Operational Support was the third highest for RIDDOR reportable incidents with 4 reported to the HSE. All were over 7 day injuries.



The top 3 causes of reportable injuries were restraining prisoners and resisting arrest. Joint 3rd cause is slips/trips.

Out of the 5 instances where 'restraining prisoner' was the cause, all were Police Officers. All resulted in 'over 7 day' injuries (Sprains/Strains) with no 'major injuries'.

Out of the 5 instances where 'resisting arrest' was the cause, 4 were Police Officers and 1 was a PCSO.

'Slips & Trips' accounted for 6 injuries, 2 resulted in fractures and the remainder were 'over 7 day' injuries.

7.0 Near Misses

7.1 A near miss is an unplanned event which had the potential to cause injury but did not. All employees of Nottinghamshire Police are actively encouraged to report near misses. Near misses are reviewed daily to enable swift action to be taken to prevent recurrences and identify forcewide trends.

7.2 During the year there were 336 reported near misses compared to 212 the previous year, an increase of 37%. Chief Superintendents actively encourage reporting of near misses on both the City and County Divisions.
81 near misses were reported for custody, 150 for the County Division and 64 for the City Division. These were the top 3 divisions/departments for reporting near misses.

7.3 Data on 'near misses' is reported to Health & Safety committees throughout the force. When a trend is identified action is taken to resolve the highlighted issue.

8.0 Assurance/Compliance

8.1 The Health & Safety Management System has continually been improved over the past 4 years and the Health & Safety Team has overseen the development of a safety management system ensuring compliance with Health & Safety legislation, this includes:

- Review of the Force Health & Safety policy with improved guidance for managers. All information is now on the intranet.
- An electronic accident and incident recording system.
- Regular site inspections.
- In house fire risk assessments of all police owned sites.
- Development of further health initiatives e.g. provision of ergo belts, tactical equipment vests and workstation equipment.
- Carrying out 'dip sampling' of statutory requirements around control of asbestos, legionella and lifting equipment.

9.0 Continuing improvement

9.1 Accidents and assaults continue to be monitored across the force in order to identify areas where further work can be undertaken to reduce the number of incidents further.

10.0 Actions planned for 2013-2014

- 10.1 A national police service benchmarking exercise has commenced, with a requirement to submit quarterly accident data using standard definitions agreed by the safety advisors of all forces.
Section 11 below shows data gathered by the College of Policing to date.
- 10.2 A review of Health & Safety training packages in conjunction with Health & Safety teams from Leicestershire, Derbyshire, Northamptonshire Police Forces and EMCHRS L & D to standardise health & safety training across the East Midlands Forces.
- 10.3 Work with Health & Safety Advisors from the East Midlands Forces to standardise policy, guidance and risk assessments.
- 10.4 Continue to ensure Nottinghamshire Police fulfil its statutory obligations in respect of Health & Safety and that assurance is provided to the PCC and the Chief Constable that we are compliant.
- 10.5 Support the work of the Health & Safety Committee meetings in relation to mitigating risk and assisting with any health & safety investigations.
- 10.6 Support the development of a Force Health & Wellbeing Strategy.
- 10.7 Audit – dip sampling compliance with the Forces statutory obligations in relation to management of asbestos, water hygiene and lifting equipment.

11.0 National benchmarking data

- 11.1 The Association of Police Health & Safety Advisors identified in 2010 that there may be benefits to gathering accident data from all forces to benchmark against. This work was supported by the College of Policing (CoP) and the ACPO Strategic Health, Safety and Welfare Group. This work was also supported by the Health & Safety Executive.
- 11.2 Definitions were agreed by the Health & Safety Advisors of forces in order to achieve consistency of data submitted. The data was submitted by each force to the College of Policing who produce quarterly reports.
- 11.3 The benchmarking exercise came with a ‘health warning’ in that forces gather accident data in different ways (electronically, paper based or other systems).
- 11.4 The full year data for 2012/2013 is shown below for Police Officers.

All injuries 2012/2013

Force	Per 1000	Monthly rate
Nottinghamshire	191.5	16.0
Bedfordshire	243.3	20.3
Kent	186.4	15.5
Lancashire	215.7	18.0
Leicestershire	166.2	13.8
South Yorkshire	132.8	11.1

**Assault injuries
2012/2013**

Force	Per 1000	Monthly rate
Nottinghamshire	69.2	5.8
Bedfordshire	67.5	5.6
Kent	71.3	5.9
Lancashire	78.6	6.6
Leicestershire	38.7	3.2
South Yorkshire	23.9	2.0

**RIDDOR
reportable
accidents
2012/2013**

Force	Per 1000	Monthly rate
Nottinghamshire	10.4	0.9
Bedfordshire	16.0	1.3
Kent	11.2	0.9
Lancashire	10.6	0.9
Leicestershire	11.3	0.9
South Yorkshire	4.0	0.3

The per 1000 column provides the opportunity to benchmark our performance against our most similar forces.

For Information	
Public	
Report to:	Strategic Resources and Performance Meeting
Date of Meeting:	19 March 2014
Report of:	Learning and Development Priorities 2014-15
Report Author:	Peter Ward
E-mail:	peter.ward@leicestershire.pnn.police.uk
Other Contacts:	ACO Margaret Monckton
Agenda Item:	9

LEARNING AND DEVELOPMENT PROGRAMME

1. Purpose of the Report

- 1.1 The purpose of the report is to provide an overview of the Learning and Development (L&D) priorities for Nottinghamshire Police for the performance year 2014-15.
- 1.2 It should be noted that the L&D plan is due to be signed off at the Training Priority Panel on the 24th March by DCC Susannah Fish.

2. Recommendation

- 2.1 It is recommended that the report is noted by the Committee.

3. Reasons for Recommendations

- 3.1 To ensure that the Office of the Police and Crime Commissioner is aware of the L&D priorities for Nottinghamshire Police.

4. Summary of Key Points

- 4.1 **Victims Code** – the new victim's code which launched in December 2013 will have a positive effect on the experience of victims within the criminal justice system. The code gives victims clearer entitlements; a louder voice along with enhanced entitlements for victims of most serious crimes. Training will be embedded across a range of courses and will be supplemented by a national e-learning package aimed at reinforcing good practice in this area.
- 4.2 **Schengen** – this is a European data system designed to allow police officers access to alerts issued by member states in relation to persons, vehicles and objects. Training will be available as of April aimed at all officers and staff who access PNC.
- 4.3 **Public Protection Learning Programme** – a series of packages have been developed and will be rolled out to officers as appropriate. The college of policing have developed modular training covering initial response, family disturbance, abusive relationships, and missing persons.
- 4.4 **Anti-Social Behaviour, Crime and Policing Bill** – due in September. To be delivered on divisional training days commencing in May, ASB training delivered will

cover all aspects of the new bill. Work is ongoing with Nottinghamshire County Council and will include a review of Nottinghamshire Police's problem solving model.

4.5 **Cyber Crime and Open Source Training** – for all officers an e-learning module will be made available to provide up to date information regarding cyber crime. For those officers required to investigate cyber crime a 5 day accredited programme will be provided.

4.6 **Roads Policing Learning Programme** – changes to the motorway act due in June will trigger a range of new courses aimed largely at specialist and advanced drivers will be introduced in September 2014 a standard approach to TPAC/Pursuits will be issued to forces. The final programme of training modules is expected by Mar 2015.

4.7 **Joint Emergency Services Training** - is ongoing and will conclude in September. This will ensure that where a multi-service response is required to an incident, officers have a far greater understanding of roles and responsibilities.

4.8 **Equality, Diversity and Inclusion training**

Nottinghamshire Police is committed to providing the best possible service to all of the diverse communities that make up the population of Nottinghamshire. In addition we aim to provide a positive and inclusive working environment that attracts, supports and develops the best talent from across the widest possible range of identities and communities.

To achieve these goals we need to equip managers and staff with the skills, knowledge and attitudes to embed the key concepts of equality, diversity and inclusion into their day to day business and thinking.

To that end future EDI training will –

- Develop positive attitudes and engagement amongst managers and staff to the core principles of equality, diversity and inclusion
- Be relevant and adaptive to the changing needs of our communities
- Be focused on improving service delivery and the culture of the organisation

Courses will commence in June outline below:

E-Learning For all staff	Content will include basic legislative responsibilities. •Understanding of the PSED. •Greater use of images which challenge stereotypes and unconscious bias.	•Training will be mandatory for all current staff. •New starters will be expected to undertake EDI training as part of their induction process.
21st Century Policing for 21st Century Communities. 1 day workshop for leaders.	•Analysis of facts/figures in regard to the Force and its communities. •Benchmarking against best practice. •Analysis of the emotional bank account. •Assessment of Circle of Influence and completion of	•Training to be facilitated by the Diversity and Leadership leads.

	Action Plans. <ul style="list-style-type: none"> ▪ Will include community involvement 	
1 day workshop for Senior Leaders	EDI from the strategic perspective <ul style="list-style-type: none"> ▪ Will include community leader's involvement 	<ul style="list-style-type: none"> • Training to be facilitated by the Diversity and Leadership leads.

4.9 The internal delivery plan can be found at appendix 1. In summary it is anticipated that over 14,000 delegates will be trained during 2014/15. Changes to ensure a regional approach to Public Order, Officer Safety and 1st Aid are to be noted. The Nottinghamshire Training Priority Plan is due to sign off the plan on the 24th March.

5. Financial Implications and Budget Provision

5.1 Not applicable.

6. Human Resources Implications

6.1 Not applicable.

7. Equality Implications

7.1 Not applicable.

8. Risk Management

8.1 Not applicable.

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

9.1 All training courses have been developed in consultation with senior stakeholders and include how they are linked the policing plan and force priorities. Each bid for new training has to be endorsed by the ACC business lead before submission to the Training Priorities Panel.

10. Changes in Legislation or other Legal Considerations

10.1 Several of the learning programmes outlined at section 4 are driven by new or changes to legislation. This is covered within the development of the training content and forms part of the quality assurance process that the commission, design and development of learning solutions adheres to. Horizon scanning is part of the L&D design function and regular updates are distributed to L&D and senior leads within force.

11. Details of outcome of consultation

11.1 Not applicable.

12. Appendices

12.1 2014/15 Training Plan

1 April 2014 - 31 Mar 2015

Course Name	Number of Courses Planned	Course Duration (Days)	Max Delegates Per Course	Max Number of Delegates to be Trained
Core Training				
Special Training	9	21	16	144
IPLDP	5	65	16	80
IPLDP Tutors	5	4	16	80
Officer Development Days	56	1	30	1680
Officer Development Days	31	1	40	1240
Officer Development Days	29	1	60	1740
PCSO Initial	4	23	16	64
Specials Continuation	43	1	30	1290
Specials Continuation	21	1	40	840
Total	203			7158
IT Training				
Airwave	17	1	8	136
Back to Basics - Evidence Gathering	1	2	8	8
CATS Read Only	2	1	8	16
Compact	6	1	8	48
Compact For Supervisors	7	1	8	56
CRMS	32	1	8	256
CSA Course	4	1	8	32
Dispatchers	2	3	1	2
LAN	21	1	8	168
Memex	32	1	8	256
Mobile Data	10	1	8	80
NSPIS Custody	8	1	8	64
Open Source / MCCT	13	5	8	104
PNC for Mobile Data	10	1	8	80
PNC Overview	10	1	8	80
PNC Workshop	14	4	8	112
PND New User	5	3	8	40
Poets	17	1	8	136
Quest Refresher	1	1	8	8
Quest	3	2	8	24
Quest Refresher	2	1	8	16
VODs / PODs / Quest Pre Course Ass	3	1	8	24
VODs and PODS	3	1	8	24
VODs Refresher	3	1	8	24

Total Trained	226			1794
1 April 2014 - 31 Mar 2015				
Course Name	Number of Courses Planned	Course Duration (Days)	Max Delegates Per Course	Max Number of Delegates to be Trained
Crime Training				
ICIDP 5 Week Course	2	25	12	24
ICIDP Induction	2	2	8	16
ICIDP Tutors Course	3	3	12	36
MOSAVO - Management of Sexual & Violent	2	5	12	24
National Investigators Examination (NIE)	2	1	8	16
PIO level one	1	20	12	12
PIO level one/two	1	3	12	12
Suspect Interview Course	5	5	8	40
Visually Recorded Interview	6	5	8	48
Total	24			228
Driver Training				
Advanced Car	5	25	3	15
Advanced Car Re-Test	25	1	1	25
Basic Car	371	1	3	1113
Advanced Car Refresher	1	5	1	1
Basic Van	34	1	3	102
Standard Car Re-Test	88	1	1	88
HOSTYDS	8	1	10	80
Personnel Carrier (D1)	4	4	3	12
RISS	1	1	8	8
Standard Car	14	15	3	42
Standard Car Refresher	8	4	3	24
Standard Initial Pursuit	7	3	5	35
Standard Van	5	1	3	15
TPAC Refresher	3	3	2	6
Trailer Towing	3	2	2	6
Total	577			1572
Operational Training				
OST/FA	147	1	24	3528
Public Order	9	2	60	540
Total	156			4068

	Number of Courses Planned			Max Number of Delegates to be Trained
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Grand Total	1186			14820
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For Information	
Public/Non Public	Public
Report to:	Strategic Resources and Performance Board
Date of Meeting:	19 March 2014
Report of:	ACO Resources – Margaret Monckton
Report Author:	James Lunn – Senior HR Partner
E-mail:	James.lunn@nottinghamshire.pnn.police.uk
Other Contacts:	
Agenda Item:	10

WORKFORCE PLANNING

1. Purpose of the Report

- 1.1 To provide an update on the police officer and police staff numbers as at 31 January 2014.

2. Recommendations

- 2.1 It is recommended that the Chief Officer Team note the report.

3. Reasons for Recommendations

3.1 Police Officers

The extract from the Performance and Insight report (Appendix 1) details the force funded Police Officer strength as at 31 January 2014 and variance to the phased establishment.

The HR matrix (Appendix 2) provides additional information relating to available police officer resources by Division/Department. The HR matrix shows that the lowest levels of available resources are on OS (81%), County Division (83%) and then City (87%).

At 31 January 2014 the number of Police Officers funded by Nottinghamshire Police is 2081.18 FTE against a year end target establishment of 2109. This is approximately 9 FTE lower than the planned position (Appendix 3) and is due to 2 less transferees joining in January 2014 and a higher number of police officer leavers than originally planned. There were 11 police officer leavers in January, 4 retirements, 5 resignations and 2 dismissals.

To date we have had 7 further police officer leavers in February, 3 retirements and 4 resignations. We have two intakes of new recruits (16 per intake) commencing in February and March, however, with the recent increase in police officer resignations we are unlikely to achieve the target establishment of 2109 officers.

Appendix 4 shows the actual strength at 31 January 2014 further broken down by substantive rank and current rank, including officers classed as externally funded and on secondment. As detailed in last month's report the majority of substantive vacancies are at constable and sergeant rank.

The number of officers undertaking acting and temporary duty has increased by 1 to 154.39 FTE. The majority of acting/temporary duty is at Sergeant rank (106.46 FTE) followed by Inspector rank (36.93 FTE). A comparison of the substantive rank profile to the target rank establishment identifies that we currently have the following substantive vacancies:

Rank	Substantive vacancies
Chief Inspector	1 FTE
Inspector	12 FTE
Sergeant	38 FTE

3.2 Police Staff

The extract from the MI pack details the force funded Police Staff establishment as at 31 January 2014 and variance.

The HR matrix breaks this information down by Police Staff and Police Community Support Officers (PCSO) and provides additional information relating to available resources by Division/Department.

Police staff vacancies have reduced by 22.68 FTE from last month. Corporate Services and C&J continue to have the highest number of vacancies.

3.3 PCSOs

At 31 January 2014 the number of PCSOs is 318.57 FTE against a target establishment of 340 FTE as at 31 March 2014. This is 10.43 FTE lower than the planned position for 31 January 2014.

A further 17 PCSOs are due to leave and commence as Police Officers in Nottinghamshire Police during the period up to 31 March 2014 (1 PCSO in cohort 33 and 16 in cohort 34). An additional intake of 16 PCSOs has therefore been included in March 2014.

Provided there are no other unplanned leavers (e.g. resignations/ dismissals) the closing balance at 31 March 2014 is estimated to be about 334 FTE. Realistically, there will be other leavers so this is more likely to be around 330 FTE.

As detailed in the HR Matrix, County Division have the largest deficit of PCSO numbers. Table 1 below shows the original forecast for PCSOs during 1 April 2013 to 31 March 2014.

Table 1 – PCSO Forecast 2013/14

	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
Opening	301.3	301.3	301.3	301.3	301.3	301.3	301.3	301.3	301.3	301.3	301.3	301.3
Leavers	-	-	(3.3)	(5.3)	(7.3)	(9.3)	(11.3)	(13.3)	(15.3)	(17.3)	(19.3)	(21.3)
Recruitment	-	-	-	-	15.0	15.0	15.0	30.0	30.0	45.0	60.0	60.0
	301.3	301.3	298.0	296.0	309.0	307.0	305.0	318.0	316.0	329.0	342.0	340.0

4. Summary of Key Points

- 4.1 Workforce planning is a process used to identify current and future staffing needs and development needs of the workforce to meet future requirements.
- 4.2 There are typically four stages to developing a workforce plan as follows:
- Identify the workforce requirements for the future
 - Develop a profile of the current workforce (e.g. skills, training etc.)
 - Carry out a gap analysis between current and future requirements
 - Develop an action plan to meet future requirements
- 4.3 Nottinghamshire Police is developing an Operating Model, which will define the workforce requirements for the future.

5. Financial Implications and Budget Provision

- 5.1 The number of funded police officers/police staff (including PCSOs) for 2013/14 and recruitment profile will have a direct impact on the budget and planned efficiency savings.

6. Human Resources Implications

- 6.1 Increasing the number of Police Officer and Civilian Investigator posts over the duration of the MTFP 2013-2017 will result in additional HR staffing implications both within the Force and regional HR services such as Occupational Health, Shared Services and Learning & Development.
- 6.2 It will also result in additional resourcing implications outside of HR, for example, vetting, tutor constables, tutor PCSOs and interview panels etc.

7. Equality Implications

- 7.1 The recruitment of new police officers, PCSO's and police staff provides an opportunity to increase the representation levels across the organisation.
- 7.2 Positive action is an integral part of recruitment and community engagement activity.

8. Risk Management

- 8.1 Failure to recruit up to the target establishment level may affect Force performance and have an adverse impact. Recruitment and training plans are in place and plans are in place to achieve the targets.

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

- 9.1 The MTFP workforce plan was developed to link in and compliment the police and crime plan priorities.

10. Changes in Legislation or other Legal Considerations

- 10.1 None

11. Details of outcome of consultation

- 11.1 Consultation has taken place within HR and Business and Finance.

12. Appendices

- 12.1 Performance & Insight Report – Appendix 1
- 12.2 HR Matrix available resources – Appendix 2
- 12.3 Police Officer – Strength Tracker – Appendix 3
- 12.4 Police Officer – Actual Rank Breakdown – Appendix 4

Appendix 1 – Establishment as at 31 January 2014

Priority	<i>To Spend Your Money Wisely</i>				
Indicator	<i>Police Officer Establishment</i>				
Officers					
Division	Substantive Actual FTE	Phased Establishment (31 Jan 2014)	Variance to Target Establishment (31 Jan 2014)	Externally Funded Actual FTE	Targeted Establishment (31 March 2014)
City	623	615	8	24	623
County	789	777	12		788
Crime & Justice	362	379	-17	6	379
Corporate Services	26	29	-3		29
Regional	101	104	-3	33	104
Command	6	4	2		4
Operational Support	149	160	-11	2	160
Contact Management	25	22	3		22
Totals:	2,081	2,090	-9	65	2,109

Priority	<i>To Spend Your Money Wisely</i>			
Indicator	<i>Police Staff Establishment</i>			
Staff				
Division	Substantive Actual FTE	Targeted Establishment	Variance to Targeted Establishment	Externally Funded Actual FTE
City	167	181	-13	0
County	221	242	-21	4
Crime & Justice	420	468	-48	13
Corporate Services	334	378	-44	0
Regional	28	32	-4	3
Command	6	6	0	0
Operational Support	25	27	-3	33
Contact Management	308	312	-4	1
Totals:	1509	1646	-136	54

	Trend	Target (YTD)	MSG Average	National Average	Long Term Health Check
Officer	↔	●			Good
Staff	↔	●			Good

Insight

The Actual FTE figures are as at the 31 January 2014.

The Targeted Establishment are the figures that the Force is looking to achieve at the end of the 2013/14 financial year. For Police Officers the phased establishment position at the end of January 2014 is also included.

The targeted establishment for police officers has reduced by 1 FTE due to a civilianisation with Financial Investigation Unit. The variance to the target establishment for January 2014 is 9, which is predominantly due to a higher number of police officers leaving during January than originally anticipated. We do have two intakes of new recruits (16 per intake) commencing in February and March, however, with the recent increase in police officer resignations we are unlikely to achieve the target establishment of 2109 officers.

The restructuring of Intelligence and Public Protection has resulted in the transfer of police officers and police staff from City and County Division to Crime & Justice under a centrally managed and locally delivered provision. These changes are reflected in the performance data and targeted establishment. The transfer of police officers and police staff from City and County Integrated Offender Management (IOM) to Crime & Justice will be shown in next months data.

The Actual FTE and Targeted Establishment for police staff includes PCSO's.

The Medium Term Financial Plan provides for an additional 47 civilian investigators/police staff. It has been agreed that the distribution of these posts will be as follows: EMSOU Region 3, Crime & Justice 4, City 23 and County 17. These posts have been added to the respective target establishments and recruitment the majority of positions have now been filled.

Note: The 'Actual FTE' does not include externally funded positions. These are shown separately.

Action

Appendix 2- HR Matrix Available Resources - Police Officers - 31st January 2014

	CITY	COUNTY	CORPORATE SERVICES	CJ	CM	OS	REGION	Total Police
Original Budgeted Establishment	696.50	863.50	33.00	235.00	22.00	161.00	99.00	2110.00
Adjustments +/-	-73.50	-75.50	0.00	144.00	0.00	-1.00	5.00	-1.00
Revised Budgeted Establishment	623.00	788.00	33.00	379.00	22.00	160.00	104.00	2109.00
Actual Strength (FTE) SUBSTANTIVE POST excluding External Funding AND Career Breaks @ month end	622.55	789.21	32.10	362.19	25.34	149.00	100.79	2081.18
Actual Strength (FTE) CURRENT POST including temporary posts excluding External Funding AND Career Breaks @ month end	614.74	774.91	44.00	376.20	26.34	140.00	103.79	2079.98
Variance from Force Funded SUBSTANTIVE POST	-0.45	1.21	-0.90	-16.81	3.34	-11.00	-3.21	-27.82
MANAGEMENT INFORMATION								
Abstractions out of Force								0.00
Maternity	4.18	7.97		3.28			1.00	16.43
Probationers up to Stage 3	32.00	50.84						82.84
Military Service	1.00							1.00
Restricted Duties - Sickness	7.69	14.71	3.75	8.43	4.00	1.00	2.00	41.58
Restricted Duties - Maternity	1.00	2.08		2.84				5.92
Restricted Duties - PSD	3.00	6.85		1.00			2.00	12.85
Recuperative Duties	6.00	10.00	1.00	5.00	0.47	4.00		26.47
Suspended Officer	3.00	5.00		2.00				10.00
Long Term Sickness Over 28 days	10.38	12.46		10.34	1.00	3.00		37.18
Total Abstractions	68.25	109.91	4.75	32.89	5.47	8.00	5.00	234.27
Total Available Resources	546.49	665.00	39.25	343.31	20.87	132.00	98.79	1845.71
Fit for Post	4.00	8.88		10.84	1.00	2.00		26.72
Available Resources for Deployment	542.49	656.12	39.25	332.47	19.87	130.00	98.79	1818.99
Deployable Resources as % of Budgeted Est.	87%	83%	119%	88%	90%	81%	95%	86%
External Funding								
Established Funding (FTE)								
Actual Strength (FTE)	24.00			6.00		2.00	32.68	64.68
Officers temp from Core Funding								0.00
Maternity	1.00							1.00
Restricted Duties								0.00
Recuperative Duties	1.00							1.00
Suspended Officer								0.00
Long Term Sickness Over 28 days	2.00							2.00
Available Resources for Deployment	20.00	0.00	0.00	6.00	0.00	2.00	32.68	60.68
Career Breaks	3.83	2.72		1.64		0.37		8.56
Note: The East Midland Protected Persons Unit transferred from C&J to the Region resulting in a reduction of 5FTE from C&J and a corresponding increase within the Region. EMSOU have since confirmed that these posts are regionally funded. An adjustment will be made to the establishment in 2014/15								

Appendix 3

Police Officer - Strength Tracker

		Mar-13	Apr-13	May-13	Jun-13	Jul-13	Aug-13	Sep-13	Oct-13	Nov-13	Dec-13	Jan-14	Feb-14	Mar-14
Total	Ch Con	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
	DCC	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
	ACC	1.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00
	Det Ch Supt	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
	Ch Supt	3.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00
	Det Supt	3.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00
	Supt	10.00	10.00	10.00	10.00	10.00	10.00	10.00	10.00	10.00	10.00	10.00	10.00	10.00
	Det Ch Ins	5.00	12.00	12.00	12.00	12.00	12.00	12.00	12.00	12.00	12.00	12.00	12.00	12.00
	Ch Ins	14.00	16.00	16.00	16.00	16.00	16.00	16.00	16.00	16.00	16.00	16.00	16.00	16.00
	Det Ins	28.00	36.00	36.00	36.00	36.00	36.00	36.00	36.00	36.00	36.00	36.00	36.00	36.00
	Ins	56.00	72.00	72.00	72.00	72.00	72.00	72.00	72.00	72.00	72.00	72.00	72.00	72.00
	Det Sgt	77.82	90.00	90.00	90.00	90.00	90.00	90.00	90.00	90.00	90.00	90.00	90.00	90.00
	Sgt	252.39	248.00	248.00	248.00	248.00	248.00	248.00	248.00	248.00	248.00	248.00	248.00	248.00
	Det Con	309.46	361.50	361.50	361.50	361.50	361.50	361.50	361.50	361.50	361.50	361.50	361.50	361.50
	Con	1,259.23	1,159.61	1,153.61	1,141.61	1,137.61	1,123.61	1,118.68	1,115.68	1,107.68	1,106.68	1,098.68	1,090.68	1,085.68
	New Recruits	0.00	0.00	0.00	0.00	16.00	32.00	48.00	48.00	64.00	80.00	80.00	96.00	112.00
	Transfers	0.00	0.00	0.00	12.00	27.00	42.00	42.00	57.00	57.00	57.00	57.00	57.00	57.00
Total		2,021.90	2,014.11	2,008.11	2,008.11	2,035.11	2,052.11	2,063.18	2,075.18	2,083.18	2,098.18	2,090.18	2,098.18	2,109.18
Actual			2,010.94	2,009.54	2,007.29	2,030.84	2,046.24	2,056.94	2,062.08	2,066.91	2,064.93	2,081.18		

Note: Assumes all leavers will be at constable level for planning purposes (e.g. recruit in at Constable level)

11 Transfers
Intake of 16

Appendix 4 - Actual Rank Breakdown as at 31 January 2014 (current posts - includes temporary and acting duties)

Force Funded Officers

Rank Grade	City Division	Command Team	Corporate Services	County 2012	Crime & Justice	Demand Management	Operational Support	Sub-Total	Region 2012	Sum
Ch Con	-	1.00	-	-	-	-	-	1.00	-	1.00
DCC	-	1.00	-	-	-	-	-	1.00	-	1.00
ACC	-	2.00	-	-	-	-	-	2.00	-	2.00
Ch Supt	1.00	1.00	-	1.00	1.00	-	-	4.00	-	4.00
T/Ch Supt	1.00	-	-	-	-	-	1.00	2.00	-	2.00
Supt	2.00	1.00	-	3.00	1.00	1.00	-	8.00	-	8.00
Det Supt	-	-	1.00	-	1.00	-	-	2.00	-	2.00
T/Supt	1.00	-	-	-	-	-	2.00	3.00	-	3.00
T/Det Supt	-	-	-	-	-	-	-	0.00	2.00	2.00
Ch Ins	3.00	2.00	2.00	4.00	1.00	1.00	-	13.00	-	13.00
Det Ch Ins	2.00	-	-	2.00	4.00	-	-	8.00	-	8.00
T/Ch Ins	1.00	1.00	1.00	-	1.00	1.00	1.00	6.00	-	6.00
T/Det Ch Ins	-	-	-	2.00	1.00	-	-	3.00	1.00	4.00
Ins	15.00	-	2.00	21.00	14.00	7.00	3.00	62.00	-	62.00
Det Ins	4.00	-	2.00	2.00	13.00	-	-	21.00	6.00	27.00
T/Ins	7.00	-	-	9.93	4.00	2.00	1.00	23.93	2.00	25.93
T/Det Ins	2.00	-	1.00	4.00	2.00	-	-	9.00	-	9.00
Sgt	53.19	0.75	1.00	73.92	65.56	1.00	10.00	205.42	2.00	207.42
Det Sgt	10.00	-	2.80	9.85	23.34	-	2.00	47.99	12.00	59.99
T/Sgt	27.57	-	1.00	24.00	5.00	-	5.00	62.57	-	62.57
T/Det Sgt	10.00	-	2.00	10.00	7.89	-	-	29.89	4.00	33.89
A/Sgt	1.00	-	-	1.00	1.00	-	-	3.00	-	3.00
A/Det Sgt	1.00	-	-	-	-	-	-	1.00	-	1.00
Con	427.41	-	9.90	544.28	148.23	13.34	109.00	1252.16	12.00	1264.16
Det Con	45.57	-	8.55	62.93	82.18	-	6.00	205.23	62.79	268.02
	614.74	9.75	34.25	774.91	376.20	26.34	140.00	1976.19	103.79	2079.98

Externally Funded Officers

Rank Grade	City Division	County 2012	Crime & Justice	Operational Support	Sub Total	Region 2012	Sum
Det Supt	-	-	-	-	0.00	1.00	1.00
Ch Ins	2.00	-	-	1.00	3.00	-	3.00
Det Ch Ins	-	-	-	-	0.00	3.00	3.00
Ins	2.00	1.00	-	-	3.00	1.00	4.00
Det Ins	-	-	-	-	0.00	2.00	2.00
T/Ins	-	-	1.00	-	1.00	-	1.00
T/Det Ins	-	-	-	-	0.00	1.00	1.00
Sgt	3.00	-	-	-	3.00	1.00	4.00
Det Sgt	-	-	-	-	0.00	4.00	4.00
T/Sgt	2.00	-	-	-	2.00	1.00	3.00
T/Det Sgt	-	-	-	-	0.00	3.00	3.00
Con	15.00	-	3.00	2.00	20.00	6.00	26.00
Det Con	-	-	3.00	-	3.00	8.68	11.68
	24.00	1.00	7.00	3.00	35.00	31.68	66.68

Seconded Officers

	Region 2012	Sum
Supt	3.00	3.00
Det Ins	1.00	1.00
Con	4.00	4.00
Det Con	1.00	1.00
	9.00	9.00

For Consideration	
Public/Non Public	Public
Report to:	Strategic Resources and Performance Meeting
Date of Meeting:	19 March 2014
Report of:	The Police and Crime Commissioner
Report Author:	Kevin Dennis
E-mail:	Kevin.dennis@nottinghamshire.pnn.police.uk
Other Contacts:	Karen Sleigh@nottinghamshire.pnn.police.uk
Agenda Item:	11

Draft Refreshed Police and Crime Plan 2014-18

1. Purpose of the Report

- 1.1 The purpose of this report is to provide the Strategic Resources and Performance Meeting with the Police and Crime Commissioner's (the Commissioner's) draft refreshed Police and Crime Plan for 2014-18.
- 1.2 This is a variation to the Commissioner's Police and Crime Plan 2013-18¹ to reflect the progress of activities achieved in his first year of office and to identify the new and emerging challenges and priority actions for the coming years, to ensure sustainable policing and community safety services in Nottingham and Nottinghamshire.²
- 1.3 The Commissioner is required to issue a five year Police and Crime Plan and keep it under review in the light of any changes in the Strategic Policing Requirement³ and any report or recommendations made to the Commissioner by the Police and Crime Panel (PCP) following the production of his Annual Report⁴.

2 Recommendations

- 2.1 That the Strategic Resources and Performance Meeting discuss and note the refreshed Police and Crime Plan for 2014-18.
- 2.2 That the Strategic Resources and Performance Meeting outline any recommendations for the Commissioner to consider for completing and publishing the refreshed Police and Crime Plan 2014-18 by 31 March 2014.

3 Reasons for Recommendations

- 3.1 The Police Reform and Social Responsibility (PRSR) Act 2011 places a statutory duty on the Commissioner to publish a Police and Crime Plan for

¹ [The Police and Crime Plan 2013-18](#)

² Section 5(4) Police Reform and Social Responsibility Act 2011

³ Changes to the strategic policing requirements (SPR) issued by the Secretary of State under section 37A of the Police Act 1996

⁴ Section 28(4) Police Reform and Social Responsibility Act 2011

their policing area. Section 5(1) of the PR&SR Act 2011 required the Commissioner to 'issue a Police and Crime Plan within the financial year in which each ordinary election is held'. For the first Plan this meant no later than 31st March 2013.⁵

- 3.2 Prior to publication of the Police and Crime Plan or any variance of it, the Commissioner must consult with the Chief Constable in preparing the Plan; obtain the views of the community and victims of crime on the variance; send the draft variance to the Panel and have regard to any recommendations made by the Panel.

4 Summary of Key Points

4.1 Background

Since taking up the new role of Commissioner, on the 22 November 2012, the Commissioner and his Deputy Commissioner have worked closely with the Force, partners, stakeholders and the public to identify the views and priorities for policing and community safety in Nottingham and Nottinghamshire.

- 4.2 The first draft Police and Crime Plan was scrutinised by the Police and Crime Panel at its 15 January 2013 meeting, and came into effect on 1 April 2013, covering a period of 2013-18. The Police and Crime Plan set out the strategic priority themes and activities for policing and community safety across Nottingham and Nottinghamshire. However, the Police and Crime Plan has been reviewed periodically to ensure that it still accurately reflects the expectations of the public and the strategic risks facing Nottingham and Nottinghamshire.

- 4.3 Together with producing the Police and Crime Plan the Commissioner has had to make some key decisions, which have included setting the precept and the budget for the totality of policing.⁶ The Commissioner has also produced his first Annual Report⁷ which has been shared with the Police and Crime Panel. This Annual Report covered the whole of the financial year from April 2012 to March 2013, and highlighted the key commitments made by the Commissioner and his Deputy Commissioner, together with reflecting the performance improvements achieved by the previous Police Authority. There will be an Annual Report produced in June 2014 for the financial year from April 2013 to March 2014.

- 4.4 The draft refreshed Police and Crime Plan was presented to the Police and Crime Panel on the 3 February 2014 and all comments and recommendations will be included in the final refreshed Police and Crime Plan.

4.5 Joint Partnership Strategic Assessment

There has been a repeat of the Joint Strategic Partnership Assessment exercise in 2013. This has been done by identifying and analysing recent

⁵ [Police Reform and Social Responsibility \(PR&SR\) Act 2011](#)

⁶ [Policing Protocol Order 2011](#)

⁷ [Nottinghamshire Police and Crime Commissioner's First Annual Report](#)

changes in policing and community safety since the last assessment, in both performance and intelligence, so that significance issues which may present a threat, harm or risk to delivering policing and community safety can be considered and mitigated by appropriate interventions or identifying actions to be part of the annual refresh process. The Joint Strategic Partnership Assessment was conducted to:

- Review performance against each of the strategic themes and activities.
- Identify trends for future changes in demand for policing services.
- Scan the social and political landscape to identify new and emerging strategies and policies for policing.
- Identify operational priorities from intelligence.
- Take account of the Force's Strategic Intelligence Assessment and Organisational Strategic Assessment.
- Identify any changes to the Force's organisational priorities, including lessons learned from inspections, audits and reviews.
- Identify changes to Community Safety Partnerships, Health and Wellbeing Boards, Safeguarding Boards and Local Criminal Justice Board.

4.6 **Consultation and engagement**

Developing the refreshed Police and Crime Plan has also included continuous consultation and engagement feedback from partners and communities on those issues and aspirations for policing that matter to them locally. There are still live consultation exercises taking place to gather qualitative and quantitative information to feed into the final refreshed Police and Crime Plan, this includes:

- Consulting with the Chairs of Strategic Partnerships and agreeing priorities identified in the Joint Partnership Strategic Assessment.
- Walkabouts by the Commissioner and his Deputy Commissioner in high crime areas across the City and the County.
- NCC Business Engagement Group.
- Public Stakeholder Forum on the 7th January with BME communities.
- Public Stakeholder Forum on the 14th January with women's groups.
- Commissioned survey questions on the strategic priorities for policing and setting the policing precept which are conducted by the Community Safety Partnerships across Nottingham and Nottinghamshire.
- Web based survey on the Commissioner's website, and focus groups across the City, County South and County North, to seek views on the strategic policing priorities and the policing precept.
- Commissioned victim's focus groups and surveys.
- Commissioned domestic violence abuse survivors focus groups.
- City Community Stakeholder meeting on the 28th January.
- County Community Stakeholder meeting on the 30 January.
- Stakeholder Forum with young people.

4.7 **Refreshing the Police and Crime Plan**

The Commissioner and his Deputy have set out in the draft refreshed Police and Crime Plan bold intentions, however the Commissioner's vision remains

to protect people, by “...giving victims and citizens a bigger **VOICE** in policing to achieve a safer Nottingham and Nottinghamshire.”

Appendix A provides a draft refreshed Police and Crime Plan.

4.8 The outcomes remain of achieving:

- Safer communities
- Improved trust and confidence in policing
- Delivering value for money policing services

4.9 Crime and public safety matter to everyone in Nottingham and Nottinghamshire. Whilst much has been achieved, there is still more to do to reduce crime through a robust partnership approach and collaborative working to promote better relationships with our communities. This has identified revitalised goals outlined in the draft refreshed Police and Crime Plan for the Commissioner’s Pledges that remain:

- Campaign against Government funding cuts to Nottinghamshire’s budget for policing
- Improve Community Policing across Nottinghamshire by taking on 150 extra Police Officers and 100 Police Community Support Officers (PCSOs)
- Work in partnership to reduce antisocial behaviour by 50%
- Give extra priority and resources to domestic violence and crimes against girls and women
- Ensure that victims of crime are treated as people, not cases, and will properly fund Victim Support
- Be fair, honest and protect taxpayers’ money

4.10 Taking account of the performance challenges and risks identified in the Joint Partnership Strategic Assessment and the outcomes of consultation, the strategic priorities will remain the same, with a minor alteration to priority theme 3 to focus on **priority crime types**, and they are:

1. Protect, support and respond to victims, witnesses and vulnerable people
2. Improve the efficiency, accessibility and effectiveness of the criminal justice process
3. Focus on **priority crime types** and those local areas that are most affected by crime and antisocial behaviour
4. Reduce the impact of drugs and alcohol on levels of crime and antisocial behaviour
5. Reduce the threat from organised crime
6. Prevention, early intervention and reduction in reoffending
7. Spending your money wisely

4.11 The values remain the same, which will be supported by action to deliver the Commissioner’s Social Responsibility Strategy and Action Plan:

V ictims	by listening and taking action to protect and safeguard vulnerable people
O penness	by putting victims and the public at the heart of open and transparent decision-making
I nclusiveness	by working effectively with communities and businesses to tackle crime and antisocial behaviour
C ommunities	by ensuring fairness, respect and accountability to victims and communities
E mpowering	by engaging with victims and communities to help shape policing services and build stronger partnerships

4.12 The strategic context for delivering policing and community safety in Nottingham and Nottinghamshire extends from the global to the local, that includes ‘mega-trends’⁸ of: change in technology which creates new and emerging cyber-crime, the rise of social media, social migration and changing demographics, environmental and health issues, growing financial and economic reforms and increased pressure on urban areas.

4.13 The Commissioner has been working with the Force and partners to identify the measures and targets that will monitor the delivery of the draft refreshed Police and Crime Plan and demonstrate efficient and effective policing in Nottingham and Nottinghamshire. This work has also identified refreshed activities within the Strategic Framework to be delivered by the Commissioner, the Force and Partners.

4.14 **Stage Two Second Transfer**

The Home Secretary has agreed in principle the Stage Two Second Transfer of a ‘**Maximum Transfer**’ model for Nottinghamshire Police, which means the transfer of all police staff from Operational Frontline, Operational Support and Business Support⁹ functions from the employment of the Commissioner to the Chief Constable by the 1 April 2014. The Deputy Commissioner and the staff employed to work within the Nottinghamshire Office of the Police and Crime Commissioner (NOPCC) will remain under the employment of the Commissioner. In addition the Force will provide business support to the Commissioner as identified within the Working Relationship Agreement and in line with the Policing Protocol Order 2011.

4.15 The final refresh of the Police and Crime Plan will be published by 31 March 2014 and will include feedback from continuing consultation and engagement activities.

5 Financial Implications and Budget Provision

⁸ Mega trend refers to a major trend, movement in pattern or emerging trend in the macro-environment.

⁹ The definitions of Operational Frontline, Operational Support and Business Support functions have been taken from the 2013 HMIC Report: [Police Governance in Austerity](#)

5.1 Financial implications have been identified within the Draft Refreshed Police and Crime Plan.

6 Human Resources Implications

6.1 Human Resource implications are monitored within the activities to deliver the strategic priority themes.

7 Equality Implications

7.1 There will be a refresh of the Equality Impact Assessment to inform the Engagement and Consultation Planning.

8 Risk Management

8.1 Risks will be escalated as part of the monitoring of the delivery of the Police and Crime Plan and feed into the Risk Management of the NOPCC.

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

9.1 The Commissioners Governance Framework, together with supporting strategies being delivered as part of the Police and Crime Plan's Strategic Framework.

10 Changes in Legislation or other Legal Considerations

10.1 Police Reform and Social Responsibility Act 2011. In addition, the Commissioner has a responsibility and must have due regard to all other legal requirements and specifically the provisions of:

- The Policing Protocol Order 2011
- Financial Code of Practice (FMCOP)¹⁰
- Strategic Policing Requirement (SPR)¹¹
- Elected Local Policing Bodies (Specific Information) Order 2011¹²

11 Details of outcome of consultation

11.1 To develop the Draft Refreshed Police and Crime Plan, there was a joint Partnership Strategic Assessment which included the Force, community safety and criminal justice partners to identify the needs and priorities for the City and the County. In addition, there was further consultation conducted by the Commissioner and Deputy Commissioner to obtain the views of partners, communities and victims of crime which were included in the refreshing of the Police and Crime Plan as identified in Section 4.6.

¹⁰ [Financial Code of Practice 2012](#)

¹¹ [Strategic Policing Requirement](#)

¹² [Specific Information Order 2011](#)

12. Appendices

12.1 Appendix A: Draft Refreshed Police and Crime Plan



Updating the
**Police and
Crime Plan
2014/18**

March 2014



Nottinghamshire

POLICE & CRIME COMMISSIONER

Foreword

This updated Police and Crime Plan takes a look again at the key aims and objectives I identified when first elected. The actions in that original plan are now well underway and together with my Deputy, Chris Cutland, I would like to thank all the police officers, police staff, volunteers, our partners and communities who have been working hard to improve community safety and confidence in Nottinghamshire.

I've really enjoyed meeting so many residents, community groups and organisations to get a better idea of the issues impacting on your lives and how we can do things better. This two-way dialogue is ensuring that we are more aware of your concerns and can therefore respond accordingly.

What is becoming increasingly clear is just how simple the public's expectations are. Most residents tell me they want to be safe and secure in their homes and streets and have a police force they can trust to be available when needed. There are many layers to our plans to fight crime in the City and the County but everything is driven towards achieving safer streets and efficient, responsive policing delivered in ways that suit you.

At the launch of my first Plan, I pledged to revitalise my goals every year to ensure that they remained relevant and I've done just that, by concentrating on the story so far and identifying what work there is left to do to reach our policing milestones.

Much has been achieved already on my key election pledges. I'm continuing to lobby the Government for more resources to help us cut crime. Next year will be as challenging as ever but we've still managed to deliver £3 million funding to our local partnerships for community safety and victims' services, recognising that they hold the key to delivering the early intervention strategies necessary for long-term crime reduction.

In addition, we've embarked on our promised recruitment process which moves towards an extra 150 police officers and 100 Police Community Support Officers (PCSOs) on our streets. More than half of these extra recruits are already in place and have been joined by as many cadets, volunteers and Specials who will help bring communities together to jointly tackle crime.

Anti-social behaviour remains a priority and we've taken important steps to achieve my ambitious plans for a 50% reduction. This includes working with a multitude of organisations to deliver a unified approach to alcohol misuse in Nottinghamshire, starting initially with an Alcohol Conference last summer and culminating in the launch of an Alcohol Strategy at the end of 2013, which sets out a fresh approach to tackling the problem in the future.

With the help of my Deputy, we've also advanced plans to expand the services available of domestic violence. Many organisations specialising in this area have already received funding to enhance their services as part of my Community Safety Partnership Fund and we are leading a review of support services across the County.

I have always believed that victims are the most important part of any crime and in the coming year my office will take responsibility for commissioning victims services. With the new Code of Practice for Victims now in effect, I am convinced that we can ensure that all victims of crime are treated appropriately and kept informed regarding the progress of their case.

But there will be some new initiatives in 2014–15. It's far better to prevent crime rather than chase after the criminal and I've been working with the Chief Constable and other partners to consider how we can best do this. We can, and must, reduce shoplifting and retail theft. In addition, I am in discussions with colleagues in Nottinghamshire to ensure that residents with mental health problems receive proper treatment rather than arrest and punishment.

Rural and wildlife crime continues to be a priority. That's why an even greater effort is being made to recruit Rural Special Constables. What's more we will be introducing new communication channels with farmers and landowners to help them communicate and protect themselves.

The financial challenges remain – in fact they have deepened over the past twelve months. To help keep more police officers and PCSOs on our streets difficult decisions will have to be taken to close some front counters to the public and shut some police stations. We will relocate police officers to small local bases or with partner organisations. At the end of the day, people tell me they prefer bobbies not buildings.

This Plan is pivotal to my overall ambition for a safer Nottinghamshire and I'm looking forward to building on this year's achievements in 2014. As always your thoughts and opinions will guide the direction we take in the future and I appeal to you to keep the communication flowing so I can continue to make your views count.



**Nottinghamshire's Police and Crime
Commissioner: Paddy Tipping**

**Nottinghamshire's Deputy Police and Crime
Commissioner: Chris Cutland**

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1. Introduction

This is the Commissioner's update to the Police and Crime Plan 2013-18, which sets out the ambitions to be achieved over the coming years and explains what can be expected from policing and community safety in Nottingham and Nottinghamshire.

Crime and public safety matter to everyone, but the police cannot tackle these alone. Reducing crime depends on strong communities, active citizens and agencies that respond to public concerns. The Commissioner's priorities will be achieved through strong partnership working, encouraging more volunteering and engagement with communities to support local crime prevention work and cut reoffending.

The Commissioner intends to continue with the Police and Crime Plan's bold strategies and clear targets to reduce crime, achieve safer communities, improve trust and confidence in high quality policing, ensure fairer treatment of victims and citizens and use public resources wisely. There will however, be more focus on improving accessibility and visibility of police officers in our neighbourhoods, preventing crime and tackling violence and anti-social behaviour, implementing the Alcohol Strategy and Action Plan, and working with partners to address complex issues of drug fuelled crime, mental health, improving road safety (which will include prevention education) and rural and wildlife crime that blights our countryside. The Deputy Commissioner will continue to lead work to prioritise improvement to services for victims of domestic violence, particularly repeat victims.

We are entering a new era for policing and criminal justice reform, which includes Victims Services coming under the responsibility of the Commissioner. This presents opportunities for more joined up multi-agency approaches to delivering policing services, public service integration and co-location with key partners and stakeholders to support and deliver swift and sure justice for victims.

These priorities will make Nottingham and Nottinghamshire safer and a more prosperous place for us all to be proud of.

2. Realising The Vision

The Commissioner's vision is to protect people, by giving victims and citizens a bigger **VOICE** in policing to achieve a safer Nottingham and Nottinghamshire.

The Commissioner aims to deliver his policing priorities over the coming years through law enforcement and crime prevention and also through bringing together communities, the voluntary sector and relevant agencies to ensure that complex problems are addressed through partnership working.

The Commissioner will strive to deliver:

- Safer communities
- Improved trust and confidence in policing

- Value for money policing services

These outcomes will be achieved through the continuing duty to hold the Chief Constable to account for delivering policing, challenging the Chief Constable and other partner agencies to deliver value for money and improve community safety services with fewer resources. The challenges require joined up approaches to ensure that we work with communities to pursue swift and sure justice for victims, prevent crime, protect and intervene early and reduce reoffending.

3. Delivering My Policing Pledges

Over the last year there has been a great deal of energy focused on delivering activities to realise the Commissioner's pledges. However, there is still work to be completed to respond to ongoing policing and public sector reform challenges, and the following identifies the Commissioner's revitalised goals:

Campaign against Government funding cuts to Nottinghamshire's budget for policing

- Nottinghamshire is disadvantaged by the present funding formula. This is currently under review by the Home Office and will not be completed until 2016-17; the Commissioner has lobbied for this new formula to begin sooner, in the meantime, the current impact is a loss of £10.5m in grant per year for Nottinghamshire. This equates to more than 350 new Police Officers.
- The Commissioner has been leading innovation funding opportunities through local and regional bids with the Home Office Innovation funding secured for early intervention and cross-agency working, together with joint collaboration bids for Information Communications Technology and a Forensics Centre of Excellence.
- The Commissioner has also been part of successfully securing an innovation fund from the College of Policing for a 'Better Policing Collaborative'. This sees internationally recognised researchers who come from a wide range of academic disciplines working with forces on crime reduction and policing.
- There will be more focus on prevention and streamlining services to ensure value for money across policing, community safety and criminal justice. The HMIC Value for Money Profiles¹ provided the Commissioner with comparative data on a wide range of policing activities, including the Force's spend and how the crime rate differs from other force areas.
- There will be ongoing work to build alliances across criminal justice, local authorities and the fire and rescue service, voluntary sector organisations and the private sector, to explore opportunities for sharing services and co-location opportunities as we all strive to meet the challenges of reduced budgets while improving services for communities and victims.

¹ [HMIC Value for Money Profiles](#)

Improve Community Policing across Nottinghamshire by taking on 150 extras Police Officers and 100 Police Community Support Officers (PCSOs)

- There has been strong support for local policing, with an identified need to improve visibility and accessibility of policing on the streets and in local neighbourhoods.
- In his first year of office, the Commissioner has secured the recruitment of 161 police officers (either new recruits or transferees) and 90 PCSOs (as there have been officer's leaving the Force) this equates to an extra 89 police officers and 75 PCSOs during 2013-14.
- There will be continuing work to encourage more volunteering to support local crime prevention work which will include the introduction of Rural Special Constables and / or volunteer PCSOs.
- There will be a focus on streamlining staffing structures with fewer senior police officers and staff so that we can afford to recruit the highest number of frontline police officers and staff for local policing to meet community needs.
- Evidence shows that there are certain crime types that are more concentrated in certain areas, and that this is important for target hardening: ensuring police resources meet demand through designing out crime and making it harder for crime to be committed.

Work in partnership to reduce anti-social behaviour by 50%

- There will be more focus on prevention to reduce demand, secure justice for victims and reduce reoffending to reassure the public and improve trust and confidence in policing.
- There will be a continuing multi-agency focus on action to tackle anti-social behaviour and manage high volume offenders to reduce the number of victims and improve the quality of life in neighbourhoods.
- There will be a targeted approach to high volume crime focussing on intelligence, prevention, enforcement and support. There will also be more focus on tackling noise and nuisance.
- The Commissioner's Alcohol Strategy² and supporting Action Plan will enable partners to tackle the causes of alcohol misuse and reduce the impact of drink-fuelled crime, which includes tackling the night-time economy anti-social behaviour.
- There will be a continuing focus on rural crime with improved messaging to farmers across the county and support to reduce wildlife crime and improve our natural environment.
- There will be more focus on reducing speeding and improving road safety prevention education with a commitment to work with the Nottinghamshire Fire and Rescue Service.
- There will be multi-level strategies for addressing serious and organised crime³, ensuring the concepts of prepare, protect, prevent and pursue are used to tackle the nature and manifestation of the threat.
- There is also a focus on the ongoing work to tackle gang and youth violence which is damaging to individuals, families and communities and it is imperative that young people are given the support to lead a crime-free life through early intervention and support.

² [The Commissioners Alcohol Strategy](#)

³ [Home Office: Serious and Organised Crime Strategy](#)

- There will be energy focused on working with the business community to develop a business crime strategy which will tackle serious issues of cyber-crime, cyber-fraud, money laundering, sexual exploitation, human slavery and child abuse.

Give extra priority and resources to domestic violence and crimes against girls and women

- Violence is the second highest recorded crime across the policing area of the City and the County and there will be zero tolerance towards violence.
- Domestic violence accounts for 41% of the reported violence, a significant percentage being repeat victims of domestic violence. The Deputy Commissioner will continue to lead important work to reduce repeat victims of domestic abuse and crimes against girls and women.
- The successful pilot of the Domestic Violence Disclosure Scheme: Clare's Law in Nottinghamshire has now led to the national roll out of the Scheme and there will be a continued focus on improving services to victims of domestic abuse.
- The Deputy Commissioner is also reviewing the County domestic violence commissioned services, which will be followed by a programme of improvement. This is supported by academic research to improve services for repeat victims of medium risk domestic abuse. The County review will be completed by July 2014.

Ensure that victims of crime are treated as people, not cases, and will properly fund Victim Support

- The Commissioner has requested work to ensure that the new Code of Practice for Victims of Crime⁴ will be implemented alongside the Commissioner's new responsibility to commission victim's support services from October 2014.
- The police have a central role in protecting children, preventing and investigating crime through the Public Protection Unit.
- There will be continuing focus on young victims and witnesses, safeguarding children and vulnerable adults. The police hold important information about children who may be suffering, or likely to suffer significant harm, as well as those who cause this harm, which they should share with other organisations to protect children.
- There will be ongoing focus on protecting and promoting the welfare of children in custody at all stages of the process, together with working with partners to improve processes for effectively dealing with patients under Section 136 of the Mental Health Act 2007.
- Restorative justice and community resolution are important processes for repairing the harm to victims and the community. The Commissioner is committed to expanding the use of restorative justice and will be investing in training to ensure that it is used appropriately and to a consistently high standard. The Commissioner's mapping of restorative justice practice will be completed in the spring of 2014.

⁴ [The Code of practice for victims of crime and supporting public information materials](#)

Be fair, honest and protect taxpayers' money

- The Commissioner has supported the introduction of Leadership standards through the College of Policing's draft Code of Ethics,⁵ which outlines the principles and standards of behaviour expected of policing to improve the public's trust and confidence in policing.
- The Commissioner will continue to work with the Chief Constable and the wider community to ensure that the police treat individuals with respect and dignity, and aim to be more representative of the communities it serves.
- The Commissioner is committed to implementing the recommendations from the independent research into 'BME Experiences of Policing'.
- People need access to police officers more than buildings. The Commissioner's strategic priorities include the reduction of the number of buildings through estates business planning, together with working differently through co-locating and integrating services with our key partners and stakeholders, investing in mobile technology, reducing bureaucracy and improving information sharing to ensure a greater focus on increasing policing visibility, productivity and accessibility.
- The cost of the Commissioner's Office and staff is £1.1 million, which is significantly less than that of the former Police Authority (£1.25 million).
- There will be focused work to improve understanding of the needs of existing communities and new and emerging communities to build trust and confidence in policing and manage any potential future risk.
- There will be ongoing work to embed the recommendations and lessons learned through HMIC reviews, which will include 'Valuing the Police' and 'Crime Recording'.

There is still a great deal to achieve, and if we focus on prevention, deliver swift and sure justice for victims and reduce reoffending, then we can build a safer and more prosperous Nottingham and Nottinghamshire. This will reduce the fear of crime and lead to improved public confidence and trust in policing.

4. Values

The Commissioner's values are core to his way of working. There will be further emphasis on integrity, and improving confidence and trust in policing. The production of the first Social Responsibility Strategy demonstrates a commitment to gaining a deeper insight into the needs, wants and aspirations of communities for improving quality of life. The values are:

V ictims	by listening and taking action to protect and safeguard vulnerable people
O penness	by putting victims and the public at the heart of open and transparent decision-making
I nclusiveness	by working effectively with communities and businesses to tackle crime and anti-social behaviour

⁵ [College of Policing: Code of Ethics](#)

- C**ommunities by ensuring fairness, respect and accountability to victims and communities
- E**mpowering by engaging with victims and communities to help shape policing services and build stronger partnerships

5. Our Challenges

The Commissioner's 2013-18 Police and Crime Plan was published in April 2013 aided by the production of a detailed Joint Partnership Strategic Assessment, which led to the identification of seven thematic priorities.

There has been a repeat of the Joint Partnership Strategic Assessment exercise in 2013, together with extensive consultation and engagement to consider whether these seven priorities are still appropriate. This has been done by identifying and analysing recent changes in policing and community safety performance and intelligence, identifying significant issues which may present a threat, harm or risk to delivering policing and mitigation actions or appropriate interventions as part of the annual refresh process.

The Joint Partnership Strategic Assessment was conducted to:

- Review performance against each of the strategic themes and activities.
- Identify trends for future changes in demand for policing services.
- Scan the social and political landscape to identify new and emerging strategies and policies for policing.
- Identify operational priorities from intelligence.
- Take account of the Force's Strategic Intelligence Assessment and Organisational Strategic Assessment.
- Identify any changes to the Force's organisational priorities, including lessons learned from inspections, audits and reviews.
- Identify changes to Community Safety Partnerships, Health and Wellbeing Boards, Local Safeguarding Children Boards and Local Criminal Justice Board.

The strategic context for delivering policing and community safety in Nottingham and Nottinghamshire extends from the global to the local level:

Global:

- Greater social mobility has made the world more accessible, with the internet and social media removing continental and country borders more widely than ever before.
- Law enforcement and other public and private sector partners will need to develop international multi-agency mechanisms to promote closer working relationships at local, regional, national and international levels; sharing data and capabilities.

- There is an increasing focus from the new National Crime Agency,⁶ which was launched in October 2013, towards identifying and assessing serious and organised crime groups; supporting policing to disrupt these groups and further develop sharing of information to build intelligence for understanding new and emerging crime.
- Cyber-crime has been identified as a significant economic threat to national security and as technology develops, so too do opportunities for crime: a rise in cyber-crime, cyber-fraud, money laundering, child sexual exploitation and human slavery impacts on individuals, communities and businesses.

National:

- The National Crime Agency is responsible for organised crime, economic crime, border policing and child protection.
- The New National Police ICT Company⁷ is aimed at helping police forces improve operational effectiveness and deliver better value innovative technology, which when fully operational will be owned by Police and Crime Commissioners.
- The National Integrity Programme will focus on leadership, standards and behaviours of policing.
- The Anti-social Behaviour, Crime and Policing Bill 2013,⁸ which will go through Royal Assent in the spring 2014, will introduce new police powers to tackle anti-social behaviour relating to dangerous dogs, firearms and forced marriage.
- The Ministry of Justice Strategy and Action Plan for Transforming the Criminal Justice System makes some significant proposals for improving efficiency.
- There will also be the creation of a new National Probation Service, extension of statutory supervision and rehabilitation of all 50,000 of the most prolific offenders, opening up the market for new rehabilitation providers, and a revised Code of Practice for Victims of Crime.
- There are continued financial challenges to the cost of policing, with a national focus on improving multi-agency information sharing to improve intelligence, identify gaps and pursue perpetrators to improve protection for victims.
- The scale of the threat to UK businesses and individuals posed by serious and organised crime is unclear, the National Fraud Authority estimate that in 2013 the loss to the UK economy through fraud was £58 billion, with cyber-fraud in the UK costed at £27 billion per annum – for small and medium-sized businesses the breakdown was £9.5 billion, and for individuals £9.1 billion.
- There will also be a need to understand the impact of migration and increased demands on public services, welfare, housing and a raft of other policy and social issues such as crime and disorder.

⁶ [National Crime Agency](#)

⁷ [The Police ICT Company](#)

⁸ [Anti-social Behaviour, Crime and Policing Bill](#)

Regional:

- Overall, forces have reduced their spending whilst largely maintaining services to the public, however, the different financial challenges of each of the forces in the East Midlands region means that there will be more opportunities for collaborative working to offset reduced funding and resources.
- The threat of serious and organised crime such as terrorism, modern slavery and human trafficking remain a focus of the East Midlands Serious and Organised Crime Unit.
- There is also a key focus to ensure that we are structured to tackle the growing areas of cyber-crime.
- The Police and Crime Commissioners for the East Midlands region commissioned HMIC to conduct a review of the arrangements for collaboration between the five forces.⁹
- HMIC found that the collaboration arrangements between the East Midlands forces (Derbyshire, Leicestershire, Lincolnshire, Northamptonshire and Nottinghamshire) had generated savings, and been effective in helping the forces tackle serious and organised crime in providing capacity, capability and resilience.
- Going forward there will be a clear vision and overarching plan for future collaboration, through a transformational change programme to improve the benefits of collaboration.

Local:

- Significant reforms and financial challenges face not only Nottinghamshire Police but our criminal justice, local authorities, fire and rescue service and voluntary sector partners.
- Sustainable policing requires more cooperative working, service integration, new approaches to commissioning, sharing services, co-location working and the reduction of our policing estate.
- Improving policing by consent and reducing the fear of crime requires strengthened community engagement, visible and accessible policing, a more representative and capable police force, improved opportunities for volunteering and empowerment of local communities to influence decisions in their local neighbourhoods.
- There is a national, regional and local need to understand existing and new and emerging communities' policing and community safety needs and identify and manage future policing demands.
- Reducing crime remains a national priority, being implemented locally through prevention strategies, restorative justice to meet the needs of victims and witnesses and focusing on priority crime types such as anti-social behaviour, violence, domestic abuse, alcohol and drug-fuelled crime, gang crime, shoplifting, rural and wildlife crime and noise and nuisance that blight communities.
- Local policing demands need to be balanced with tackling serious and organised crime, which includes cyber-crime, cyber-fraud, human

⁹ [Working Together: A review of the arrangements for collaboration between the five East Midlands police forces](#)

trafficking, human slavery, sexual exploitation, child abuse and safeguarding vulnerable children and adults.

- Improving efficiency and effectiveness requires investment in new and innovative ways of working, exploiting new technologies, reducing bureaucracy, sharing information and improving analytical capability to improve intelligence for preventing and responding to policing demand.

Police and Crime Commissioners are now key players in developing the response to serious and organised crime locally, by bringing together police, local government and other agencies such as the health service, housing associations and probation service to share information, and develop a common understanding of the problems, identify risk and coordinate the use of all available powers.

6. Consultation And Engagement

The Commissioner and his Deputy have encouraged contributions from partners, stakeholders and communities to explore ways of preventing crime and tackling those issues that affect public safety. They have undertaken extensive public consultation on policing and crime and this has been vital to help shape the decisions that have been made during the Commissioner's first year of delivering the Police and Crime Plan. There has been ongoing consultation and engagement with individuals and communities over the last year. The Commissioner has attended over 140 meetings and events to discuss local policing concerns with residents, victims of crime and partners. In relation to refreshing the plan this has included:

- **Consulting with the Chairs of Strategic Partnerships** – where the strategic priorities have been supported through the Joint Partnership Strategic Assessment.
- **Walkabouts by the Commissioner and the Deputy Commissioner** - in high crime areas across the City and the County, which have identified a need for improved visibility and accessibility of police officers and to improve understanding of the needs and aspirations for policing in local communities.
- **Public Stakeholder Forum** - on the 7th January the Commissioner met with BME communities, who identified priorities to improve: community engagement and empowerment, communication and listening to communities' needs, confidence in local policing, police representation of their communities, victims focus, respect for individuals; capability and competence of officers, accessibility and visibility of policing in local communities.
- **Public Stakeholder Forum** - on the 14th January the Deputy Commissioner met with women's groups, who identified priorities to improve: communication of community projects, aftercare for survivors/victims of crime, feedback to victims and focus on victims of child sexual exploitation and grooming.
- **County Residents' Satisfaction Survey 2013** - questions on the strategic priorities and setting the policing precept conducted by an external research company for Nottinghamshire County Council and participating partners which identified: all priorities were rated as important or very important (95%), the main other priorities suggested were better response times and getting more police on the beat (49%), the most popular form of communication by the

Commissioner was newsletters and leaflets (21%), local newspapers (19%), and respondents would be prepared to pay more for policing (56%), the majority of savings were identified to be generated from the Nottinghamshire Office of Police and Crime Commissioner (41%) and policing support functions (30%).

- **City Respect Survey 2013** - questions on the strategic priorities and setting the policing precept were included in a survey of Nottingham City residents on behalf of Nottingham City Crime and Drugs Partnership. 9 out of 10 respondents agreed that the 7 priorities were either “very” or “fairly important”.
- **The Commissioner’s website** – an on-line survey was used to seek the views on the strategic priorities and police precept. All priorities were rated as important or very important (over 90%), the most popular form of communication by the Commissioner being by newsletters and local newspapers, and respondents would be prepared to pay more for policing.
- **Commissioned focus groups** – Three focus groups were held in: Worksop, Bingham and Nottingham City Centre. Attendees were encouraged to reflect on the strategic priorities, and rank their top 3, with results being:
 - Focus on those local areas that are most affected by crime and disorder and anti-social behaviour.
 - Protect support and respond to victims, witnesses and vulnerable people.
 - Reduce the impact of drugs and alcohol on levels of crime and anti-social behaviour (ASB).

There is ongoing work through commissioned focus groups across the City and County to seek views on strategic priorities for victim’s and domestic violence.

7. Delivering Our Strategic Priorities

Taking account of the performance challenges and risks identified in the Joint Partnership Strategic Assessment and the outcome of the consultation and engagement exercises, the strategic priorities remain the same, with a minor alteration to priority theme 3 to include a focus on **priority crime types**. They are:

1. Protect, support and respond to victims, witnesses and vulnerable people
2. Improve the efficiency, accessibility and effectiveness of the criminal justice process
3. Focus on **priority crime types** and those local areas that are most affected by crime and anti-social behaviour
4. Reduce the impact of drugs and alcohol on levels of crime and anti-social behaviour
5. Reduce the threat from organised crime
6. Prevention, early intervention and reduction in reoffending
7. Spending your money wisely

Appendix A provides a detailed overview of the Commissioner’s Strategic Framework, outlining the priorities and their supporting actions to be delivered.

8. Partnership Priorities

The Police Reform and Social Responsibility Act 2011¹⁰ places a mutual duty on the Commissioner and responsible authorities in the Community Safety Partnerships (CSPs) to cooperate to reduce crime, disorder and reoffending. There is also a similar reciprocal duty on the Commissioner and Criminal Justice bodies to cooperate.

Nottinghamshire Police

The Commissioner sets the strategic vision for policing for Nottinghamshire. The Chief Constable sets out how to deliver this vision for Nottinghamshire Police. The Chief Constables vision is to be the best performing police force in England and Wales which is identified in his Policing Plan. This Plan aligns the Commissioner's priorities within the following three priorities:

1. To cut crime and keep you safe
2. To spend your money wisely
3. To earn your trust and confidence

Nottingham Crime and Drugs Partnership¹¹

The Nottingham Crime and Drugs Partnership (CDP) is a multi-agency organisation responsible for reducing crime and substance misuse in Nottingham. The Partnership is made up of a number of statutory and non-statutory agencies including the Police, the City Council, the Fire and Rescue Service, the Probation Service and the Clinical Commissioning Group, Nottingham City Homes, Nottingham Trent University, One Nottingham and the Safer Nottinghamshire Board. The CDP is a statutory Community Safety Partnership under the Crime and Disorder Act 1998, which requires all key agencies in Nottingham to work together in the reduction and prevention of crime.

The overall aims of the Partnership are to:

- Reduce All Crime
- Reduce Anti-Social Behaviour
- Reduce Substance Misuse
- Reduce Reoffending

Safer Nottinghamshire Board¹²

The Safer Nottinghamshire Board (SNB) is a countywide strategic group that is required under the Crime and Disorder Regulations 2007¹³ to ensure the delivery of shared priorities and a community safety agreement. It supports local community safety partnerships, which were set up as statutory bodies under sections of the Crime and Disorder Act 1998, and aims to bring together agencies and communities to tackle crime and anti-social behaviour in local areas. The three Community Safety Partnerships (CSP) are: Ashfield and Mansfield CSP; South Notts CSP; and

¹⁰ [Police Reform and Social Responsibility Act 2011](#)

¹¹ [Nottingham Crime & Drugs Partnership Plan 2011-14 Year 3](#)

¹² [Safer Nottinghamshire Board](#)

¹³ [Crime and Disorder \(Formulation and Implementation of Strategy\) \(Amendment\) Regulations 2012](#)

Bassetlaw, Newark and Sherwood CSP. The SNB has identified seven strategic priorities, which have been allocated champions to progress:

- Serious acquisitive crime
- Violent crime
- Domestic violence
- Anti-social behaviour
- Drugs and alcohol
- Youth issues
- Hate crime

These priorities are being directed towards fifteen areas having the highest levels of priority crimes, and are termed 'Priority Plus' areas.

9. Measuring How Well We Are Doing

The Commissioner has been working with the Force and partners to identify the measures and targets that will monitor the delivery of the Police and Crime Plan and demonstrate efficient and effective policing in Nottinghamshire.

Strategic Priority Theme 1: Protect, support and respond to victims, witnesses and vulnerable people			
Measure		Objective	Target
1	Percentage of victims of crime that are completely, very or fairly satisfied with the service they have received from the police	A year-on-year improvement in satisfaction levels	90% of victims completely, very or fairly satisfied
2	Percentage of victims and witnesses satisfied with the services provided in court	A year-on-year improvement in satisfaction levels	An increase in the percentage of victims and witnesses satisfied compared to 2013/14
3	Percentage of people who agree that the police and council are dealing with local anti-social behaviour (ASB) and other crime issues	A year-on-year improvement in agreement levels	60% agreement by 2015-16
4	Percentage reduction of people that have been repeat victims within the previous 12 months	Reduce the number of repeat victims of domestic violence, hate crime and ASB	A reduction in the number of repeat victims of domestic violence compared to 2013/14
			A reduction in the number of repeat victims of hate crime compared to 2013/14
			To monitor repeat victims of anti-social behaviour incidents
			To monitor the number of domestic abuse incidents and crimes and proportion which are repeats
5	Public confidence in reporting offences to the police	Encourage the increased reporting of serious sexual offences	To monitor the number of Serious Sexual offences

		Encourage the increased reporting of domestic abuse (incidents and offences)	To monitor satisfaction levels of victims of domestic abuse through the Force Victim Surveys
		Encourage the increased reporting and identification of Hate Crime	To monitor the number of Hate Crimes and proportion which are repeats
6	The number of people Killed or Seriously Injured (KSIs) on Nottinghamshire's roads	40% reduction in all KSI RTCs by 2020 (from 2005-09 average)	To maintain a reduction in the number of persons KSI on Nottinghamshire's roads, in-line with the Nottinghamshire Road Safety Partnership target of a 50% reduction by 2020 (from the 2005-2009 baseline)
		Monitor KSIs for 0-15 year olds	This can be monitored according to an annualised (calendar year) target, which will be calculated at the start of each year The County has a 40% KSI reduction target for 0-15 year olds
7	The number of non-crime related mental health patients detained in custody suites	Reduce the number of non-crime related mental health patients detained in custody suites	A reduction in the number of non-crime related mental health patients detained in custody suites compared to 2013-14

Why is it important?

- Surveys identify getting back to victims and keeping them informed is a priority for improving satisfaction.
- Supporting victims and witnesses improves sure and swift justice.
- Community engagement and consultation identifies a need to improve accessibility and visibility of the police in local communities.
- Performance figures identify high levels of repeat victims. The Commissioner's focus is that victims are the most important part of any crime.
- Domestic violence accounts for 41% of the reported violence against a person; a significant proportion is repeat victimisation.
- There are a high number of people killed or seriously injured on Nottinghamshire's roads.

**Strategic Priority Theme 2:
Improve the efficiency, accessibility and effectiveness of the criminal justice process**

Measure		Objective	Target
1	Percentage of Crown Court files to be submitted by the police to the Crown Prosecution Service on time and without errors	A continued improvement in the quality and timeliness of files submitted by the police to the Crown Prosecution Service	A reduction in the error rate and late rate compared to 2013/14 ¹⁴
2	Crown Court and Magistrates conviction rates	A continued improvement in the conviction rates for the Crown Court and Magistrates Court	To record a conviction rate in line with the national average
3	Early Guilty Plea Rate for the Crown Court and Magistrates Court	The Police and CPS to effect continued improvement in the Early Guilty Plea rate for the Crown Court and Magistrates Court	An increase in the Early Guilty Plea rate compared to 2013/14 To be better than the national average
4	Attrition Rate for the Crown Court and Magistrates Court	The Police and CPS to effect continued improvement in the Attrition Rate for the Crown Court and Magistrates Court	A decrease in the Attrition rate compared to 2013/14 To be better than the national

¹⁴

It should be noted that file numbers received from Courts are low

			average
5	Percentage of effective trials in the Magistrates' and Crown Courts (HMCTS Measure)	The Police and CPS to effect continued improvement in the Effective Trial Rate for the Crown Court and Magistrates Court	Reduce % ineffective trials compared to 2012/13
			Achieve an effective trial rate of 50%
Why is it important? <ul style="list-style-type: none"> Partnership working to improve an efficient and effective criminal justice system. Improving efficiency and effectiveness in the criminal justice system for positive outcomes for victims and witnesses. The Commissioner is focused on the needs of victims, and supporting them to take an active role in restorative justice. 			

**Strategic Priority Theme 3:
Focus on those priority crime types and local areas that are most affected by crime and anti-social behaviour**

Measure	Objective	Target	
1	Reduction in 'All Crime' across the Force	Reduce Crime in Nottinghamshire with a focus on reducing offences which have a high victim impact and reducing offences in those local areas which experience a high level of crime	A reduction in All Crime compared to 2013/14
			A reduction in the number of victim-based crimes compared to 2013/14 ¹⁵
			To monitor the number of offences in those local areas which experience a high level of crime
			To significantly reduce levels of serious acquisitive crime, violence with injury and reduce shop theft.
2	Reduction in anti-social behaviour (ASB) incidents across the Force	Reduce ASB incidents in Nottinghamshire with a focus on those local areas which experience a high level of ASB	A reduction in ASB incidents in line with the long-term target of a 50% reduction by 2015/16 (compared to the 2011/12 baseline)
3	The detection rate (including Positive Outcomes) for Victim-Based Crime	An improvement in the detection rate (including positive outcomes) for victim-based offences	An increase in the detection rate for victim-based crime
		To ensure the appropriate and effective use of Community Resolution disposals	To monitor: <ul style="list-style-type: none"> A. the proportion of Community Resolution disposals B. Detection rate for Total Crime

Why is it important?

- There is a national target to reduce crime.
- Priority focus on prevention to reduce demand, with continuing multi-agency action to tackle anti-social behaviour and manage high volume offenders to reduce the number of victims.
- The Commissioner's Victim's Strategy and Commissioning Framework will be developed by spring 2014.

**Strategic Priority Theme 4:
Reduce the impact of drugs and alcohol on levels of crime and anti-social behaviour**

Measure	Objective	Target	
1	The number of Alcohol-related crimes	Reducing alcohol related crime and ASB	To monitor the number of crimes and ASB which appear to be alcohol-related

¹⁵ In support of this target, Burglary Dwelling, Robbery and Violence with Injury will be priority areas

		Improve data quality in order to better understand the nature of alcohol-related crime	To monitor the proportion of alcohol-related violent crime
2	Reoffending of drug fuelled offenders in the Force IOM cohort	An evidenced improvement in reoffending levels and seriousness of offences committed by drug-fuelled offenders in the IOM cohort	To monitor the number and seriousness of offences committed by drug-fuelled offenders in the IOM cohort
Why is it important? <ul style="list-style-type: none"> Alcohol misuse has been linked to more than 1 million crimes in the UK each year, particularly violent crime and disorder. The Commissioner's Alcohol Strategy and Action Plan identifies key activities to tackle alcohol-related crime. Consultation has indicated that alcohol-related violence, anti-social behaviour, and drug dealing are major concerns for local people. The introduction of the Anti-social Behaviour, Crime and Policing Bill 2013 will introduce new powers for policing and community safety once it becomes an Act in the spring of 2014. 			

Strategic Priority Theme 5: Reduce the threat from organised crime

Measure	Objective	Target	
1	The number of Proceeds of Crime Act (POCA) confiscation and forfeiture orders	To improve the POCA process and maximise opportunities to publicise successful POCA operations in order to improve public confidence	A 10% increase in the number of orders compared to 2013/14
2	Force threat, harm and risk (THR) assessment level	To meet the Strategic Policing requirements of capability and capacity	To reduce the Threat, Harm and Risk below the 2013-14 level
3	Reported drug offences	To encourage the increased reporting of offences of the production and supply of drugs	To monitor the number of production and supply of drugs offences
Why is it important? <ul style="list-style-type: none"> There are further opportunities to generate income from those involved in organised crime under the Proceeds of Crime Act. The threat of an increase in organised crime is highlighted as a national risk, and under the Strategic Policing Requirement (SPR) the Commissioner and the Chief Constable are required to maintain sufficient capacity and capability to support the national Organised Crime Strategy. 			

Strategic Priority Theme 6: Prevention, early intervention and reduction in re-offending

Measure	Objective	Target	
1	Reoffending of offenders in the Force IOM cohort	An evidenced improvement in reoffending levels and seriousness of offending from offenders in the IOM cohort	Monitor the number and seriousness of offences committed by offenders in the IOM cohort ¹⁶
2	Youth Offender reoffending rates	To better understand youth reoffending and to create a baseline for future performance monitoring	To monitor reoffending rates and offending levels of youth offenders in the Youth Justice System
3	Community Resolutions for Youth Offenders	To better understand recidivism in Youth Offenders following a Community Resolution disposal, and to create a baseline for future performance monitoring	To monitor reoffending in Youth Offenders who have received a community resolution
Why is it important?			

¹⁶ Monitoring this year will provide a baseline for future targets setting.

- Current figures for proven reoffending show that the percentage of offenders who go on to commit a further offence within 12 months needs reducing.
- The Commissioner will focus on prevention to reduce demand, securing justice for victims and reducing reoffending to reassure the public and improve confidence in policing.

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Strategic Priority Theme 7: Spending your money wisely			
Measure		Objective	Target
1	Make efficiency savings	Savings in line with MTFP by the end of each financial year Detailed plans are in place to ensure the savings target is met. However, detailed data remains unavailable as to progress against these targets. Confirmed efficiencies are currently being made through staff savings and savings from Fleet, Estates and Collaboration.	To be confirmed following budget dialogue
2i	Total number of days lost to sickness (police officer)	To monitor the number of days lost to sickness to ensure that the Force remains in line with national trends	3.7 % for officers (8.2 days)
2ii	Total number of days lost to sickness (police staff)	To monitor the number of days lost to sickness to ensure that the Force remains in line with national trends	3.7 % for staff (8.2 days)
3	BME representation	To reduce the gap in current BME representation within the Force and local BME community representation in respect of: Recruitment for officers and staff to reflect the local community	Increase BME representation within the Force to reflect the BME community ¹⁷
Why is it important? <ul style="list-style-type: none"> The Commissioner has a legal requirement to provide a balanced budget and monitor spend against budget for police and crime. Sickness monitoring contributes to providing an effective and efficient workforce. The Commissioner aims to ensure that Nottinghamshire Police is an employer that reflects the communities it serves. 			

10. Accountability

The Police and Crime Plan sets out the Commissioner's governance and accountability arrangements; these are further outlined in the Commissioner's Governance Framework.¹⁸ The Commissioner has produced his Annual Governance Statement, reporting against the 'Delivering Good Governance' principles. There has been an annual governance review and the production of the Group Statement of Accounts for 2012-2013¹⁹ which reflects the financial position of meeting continued savings of £10m each year while increasing visibility and accessibility of policing. There has also been the production of the Code of Corporate Governance which sets out the standard that the Commissioner and the Chief Constable will govern as separate corporations sole.

¹⁷ The overall objective is for the Force to represent the community it serves. The county BME population is 11.2%.

¹⁸ [Governance Framework](#)

¹⁹ [Nottinghamshire Police and Crime Commissioner and Group Statement of Accounts 2012-2013](#)

11. Resourcing Our Priorities

To date £42 million of efficiencies has been delivered to balance the budgets since austerity measures were taken by the government. There is an identified need to find on average £10 million in savings each year is set to continue. Despite this the Commissioner has made significant progress in increasing the number of Police Officers and PCSO's in line with his election promises. By April 2015 there will be 2142 police officers, an increase of 120 since 2012-13 and 375 PCSO's an increase of 75 since 2012-13.

However, in order to continue delivering the required efficiencies the Force is developing a programme of significant transformational change, through a Target Operating Model (TOM). This will change the way in which the policing service in Nottinghamshire is provided in the future. The TOM is largely predicated on a different workforce mix of Police Officers and staff.

Some steps to transformational change have already been put in place, such as the reduction in the size of the police estate and rationalisation of front counters. The focus will be on maintaining a police presence to support the vision of policing; through more partnership co-location, digitalisation and agile working.

To achieve the efficiencies there will be increased work in collaboration with our regional police areas and the development of collaboration at a local level with partners. We all need to reduce services together to ensure burdens are not transferred.²⁰

The estimated funding for the Commissioner over the next four years is as follows:

	2014-15 £m	2015-16 £m	2016-17 £m	2017-18 £m
Police & Crime Grant	133.6	127.0	121.9	117.1
Council Tax Legacy Grant	9.7	9.7	9.7	9.7
Precept	50.5	51.5	52.5	53.6
Collection fund surplus/(deficit)				
TOTAL	193.8	188.2	184.2	180.4

Collection fund balances are unknown at this stage with declarations from billing authorities not being due until 31st January. If there is a net surplus this will be transferred to the Grants and Commissioning Reserve.

The net expenditure requirements are provided below:

	2014-15 £m	2015-16 £m	2016-17 £m	2017-18 £m
Previous year net expenditure	196.9	195.8	185.3	193.2
Net changes for pressures	11.6	(10.5)	7.9	7.0
Net expenditure requirement	208.5	185.3	193.2	186.2

²⁰ Reference: Police and Crime Panel budget papers 3 February 2014

The summary financial position is detailed below:

	2014-15 £m	2015-16 £m	2016-17 £m	2017-18 £m
Policing element				
Net Expenditure	203.9	188.5	188.8	181.8
Savings efficiencies & reserves	(14.6)	(7.6)		
sub-total	189.3	180.9	188.8	181.8
Grants & Commissioning				
Net Expenditure	4.6	4.5	4.4	4.4
Savings efficiencies & reserves	(0.1)	(0.1)		
sub-total	4.5	4.4	4.4	4.4
Total net expenditure	193.8	185.3	193.2	186.2
Financing available				
Grants	143.3	136.7	131.7	126.8
Precept	50.5	51.5	52.5	53.6
Total Financing	193.8	188.2	184.2	180.4
Contribution (from)/to Reserves incl above	(2.0)	2.9		
Further savings required			9.0	5.8

The Commissioner recognises that achieving these levels of efficiencies will be challenging, but he has mapped out a robust programme of work and monitoring with the Force.

12. Delivering Value For Money

The commissioned Deloitte Base Budget Review and the HMIC annual Value for Money (VFM) Profiles have identified the following ten key areas for savings, which form part of an improvement plan of action for the Force which is monitored by the Commissioner:

- Fleet management
- Reduce demand and deployment
- Airwave Radio – use of radios and other technology
- Corporate Services
- Estates management
- Criminal Justice
- Procurement
- Workforce modernisation
- East Midlands Collaboration Programme
- Finance

The table below summarises the savings plans currently in place for the next two years:

Efficiencies	2014-15 £m	2015-16 £m
Collaboration	0.3	1.1
Procurement	1.3	
Estates	1.4	
Corporate Services	2.9	
Fleet	0.2	
Income generation	1.2	
Commissioners Office	0.1	0.1
TOTAL Efficiencies	7.4	1.2

In addition to the efficiencies planned it is anticipated that the TOM will start to deliver savings in 2014-15 and these are summarised as:

TOM savings	2014-15 £m	2015-16 £m
Collaboration	0.3	4.2
Local policing re-design	2.0	2.6
Systems thinking	2.0	1.5
Regional ICT	1.0	1.0
Total TOM Savings	5.3	9.3

There will be a focus on the Force's efficiency savings programme which will be monitored by the Commissioner and reported to the Joint Audit and Scrutiny Panel to demonstrate delivering improved value for money policing.

13. Stage 2 Staff Transfer

The Police Reform and Social Responsibility Act 2011 outlined that there were two stages of staff transfer. Stage one from the 22 November 2012 when the Commissioner took up office, whereby all police staff moved by law to his employment from the previous Police Authority, and existing delegations of direction to the Chief Constable remained. Stage two, which will be completed by no later than the 1 April 2014, enables the movement of staff employment from the Commissioner to the Chief Constable, which has been agreed by the Home Secretary.

The Stage Two Second Transfer is a '**Maximum Transfer**' model for Nottinghamshire Police, which means the transfer of all police staff from Operational Frontline, Operational Support and Business Support²¹ functions to the employment of the Chief Constable. The Deputy Commissioner and the staff employed to work within the Nottinghamshire Office of the Police and Crime Commissioner will remain under the employment of the Commissioner. In addition the Force will provide

²¹ The definitions of Operational Frontline, Operational Support and Business Support functions have been taken from the 2013 HMIC Report: [Police Governance in Austerity](#)

business support to the Commissioner as identified within the Working Relationship Agreement and in line with the Policing Protocol Order 2011.

14. Smart commissioning

The Commissioner currently commissions community safety work, through community safety partnerships and the Community Safety Partnership Fund and a small grants programme aimed at voluntary and community organisations. From October 2014 he will also commission Victim Support and Restorative Justice services. To ensure that he delivers high quality effective services, he has commissioned independent research into victims' support needs. The researchers will report in March and their findings will be brought together with the results of a separate restorative practice mapping exercise and strategy. This will inform the Commissioner's Victims' Strategy and Commissioning Framework, which will be developed in spring 2014.

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Appendix A: Strategic Framework

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BUILDING SOCIAL CAPITAL – Refreshed Police and Crime Plan 2014 – 2018						
The Vision 'The People's Commissioner'	...giving victims and citizens a bigger VOICE in policing to achieve a safer Nottingham and Nottinghamshire...	To achieve outcomes of: <ul style="list-style-type: none"> • Safer communities • Improved trust and confidence in policing • Delivering value for money policing services 	To achieve objectives of: <ul style="list-style-type: none"> • Reduced crime and anti-social behaviour • Fairer treatment of victims and citizens • Better use of resources 	To be measured by demonstrating: <ul style="list-style-type: none"> • Ranked in the top 10 Police forces for reducing crime • Ranked in the top 5 forces for victims satisfaction • Efficient and effective use of budget and resources • Increased representation of BME through recruitment 		
REDUCING CRIME AND ANTI-SOCIAL BEHAVIOUR BY WORKING WITH COMMUNITIES, BUSINESSES, PARTNERS, VOUNTARY AND THIRD SECTOR						
Pledges	<ul style="list-style-type: none"> • Campaign against Government funding cuts to Nottinghamshire's Police budget • Improve Community Policing across Nottinghamshire by taking on 150 extra Police Officers and 100 PCSOs • Work in Partnership to reduce anti-social behaviour by 50% 			<ul style="list-style-type: none"> • Give extra priority and resources to domestic violence and crimes against girls and women • Ensure that victims of crime are treated as people, not cases, and Victim Support is properly funded • Be fair, honest and protect taxpayers' money 		
COMMUNITY ENGAGEMENT AND CONSULTATION						
We Value	Victims – by listening and taking action to protect and safeguard vulnerable people	Openness – by putting victims and the public at the heart of open and transparent decision-making	Inclusiveness – by working effectively with communities and businesses to tackle crime and anti-social behaviour	Communities – by ensuring fairness, respect and accountability to victims and communities	Empowering – by engaging with victims and communities to help shape policing services and build stronger partnerships	
STRATEGIC THEMES AND KEY ACTIVITIES FOR THE DELIVERY PLAN						
1. Protect, support and respond to victims, witnesses and vulnerable people	2. Improve the efficiency, accessibility and effectiveness of the criminal justice process	3. Focus on priority crime types and those local areas that are most affected by crime and anti-social behaviour	4. Reduce the impact of drugs and alcohol on levels of crime and anti-social behaviour	5. Reduce the threat from organised crime	6. Prevention, early intervention and reduction in reoffending	7. Spending your money wisely
<p>C - Design and commission core and targeted services for victims</p> <p>C – Improve support for young victims of crime, safeguarding children and vulnerable adults</p> <p>C - Complete the County wide review of domestic violence services to provide recommendations to improve services</p> <p>C - Improve BME recruitment, training, stop and search experience of policing together with implementing the commissioned research recommendations</p> <p>C – Work in partnership to ensure vulnerable people are dealt with more appropriately under Section 136 of the Mental Health Act 2007</p> <p>F - Focus on understanding and responding to the individual needs of victims and witnesses, in line with the Code of Practice for victims of crime</p> <p>F - Prioritise the early identification, protection, support and response to those who are most vulnerable to crime, abuse, exploitation and repeat victimisation</p> <p>F - Strive to understand, engage and communicate with all of our communities</p> <p>F - Ensure that the diverse needs of detainees are met and risks in custody are managed appropriately</p> <p>F - Improve road safety and protect the most vulnerable road users</p> <p>P - Develop an action plan to protect and reduce violence to young women and girls in gangs</p> <p>P - Promote and develop opportunities for local communities, individuals and businesses to work together to reduce crime through developing a Business Crime Strategy</p> <p>P - Improve witnesses and victims' experience and participation levels in the Criminal Justice System by removing barriers</p>	<p>C - Seamless support for victims and witnesses going through the Criminal Justice System</p> <p>C - Implementing Restorative Justice Strategy and Action Plan, covering training gaps in Criminal Justice and other issues</p> <p>F - Continually review and improve the response to and investigation of reports of crime and disorder</p> <p>F - Identify, develop and implement new and more effective ways of working to improve the quality of experience provided by the criminal justice system</p> <p>F - Publicise, where possible, the outcomes of criminal cases using a range of traditional and new media channels</p> <p>F - Utilise the power to stop and search in a necessary and proportionate manner, sharing data with local communities to demonstrate that the power is being used appropriately</p> <p>P - Expose opportunities to involve victims of anti-social behaviour and crime in neighbourhood justice</p>	<p>C - Rollout improved public transport safety schemes including the Safer Cab Scheme</p> <p>C - Continue to support partnership working on high impact neighbourhoods across the City and partnership priority areas across the County</p> <p>C - Work with partners to protect local natural environments from issues of trespass, damage and wildlife crime and tackle rural crime of theft and improve cross border working</p> <p>F - Implement prevention, intelligence and enforcement strategies for priority crime types: <ul style="list-style-type: none"> • Violence (domestic violence, hate crime, robbery, night time economy and public space violence, gang and youth violence) • Burglary • Serious sexual violence and rape • Theft and handling (shop theft and mobile phone theft) </p> <p>F - Target those high priority neighbourhoods identified through the Nottinghamshire Crime and Drugs Partnership (CDP) and Safer Nottinghamshire Board (SNB)</p> <p>F - Develop and implement innovative crime and anti-social behaviour prevention strategies</p>	<p>C - Lead the implementation of the Alcohol Strategy and Action Plan</p> <p>C - Jointly commission substance misuse services</p> <p>F - Reduce the demand for and supply of illegal drugs, tackling Class A drug trafficking; closing crack houses and disrupting cannabis cultivation</p> <p>F - Improve the effectiveness of assessment and treatment for drugs, alcohol, mental health issues and learning difficulties in custody, prisons and the community</p> <p>F - Develop and implement multi-faceted partnership problem solving plans for each of the key Night Time Economies (NTEs) within the City and town centres</p> <p>F - Encourage positive changes in drinking habits and raise public awareness of the risks associated with misuse of drugs and alcohol</p> <p>P - Improve drug and alcohol treatment and assessment in custody, prisons and the community</p> <p>P - Ensure the robust enforcement of licensing conditions of pubs and clubs causing the most concerns</p>	<p>C - Develop options for local and regional serious and organised crime strategies to tackle, cybercrime, fraud, money laundering, sexual exploitation and human trafficking</p> <p>C - Encourage greater regional collaboration between Forces for crime, criminal justice and operational support</p> <p>C - Support the Ending Gang Partnership programme and enhance community involvement</p> <p>C - Promote activities to build active communities to improve relationships and community cohesion</p> <p>C – Improve multi-agency demand profiling of impacts and resources of increases of new and emerging communities within the City and County</p> <p>F - Work closely with the East Midlands Special Operations Unit (EMSOU), the National Crime Agency (NCA) and local partner organisations</p> <p>F - Proactively investigate money laundering offences and pursue criminals through the courts to derive maximum benefit from the Proceeds of Crime Act (POCA)</p> <p>F - Target organised criminal activity through the use of Organised Crime Group (OCG) mapping and management</p> <p>F - Utilise Automatic Number Plate Recognition (ANPR) technology to reduce organised road crime and deny criminals the use of the road</p>	<p>C - Work in partnership to address the mental health needs of offenders and victims</p> <p>C - Provide positive activities for young people at most risk of getting involved in offending and anti-social behaviour</p> <p>C – Ensure vulnerable people are dealt with more under section 136?</p> <p>C – Work with local partners and MOJ officials to ensure transforming rehabilitation to have a positive impact locally</p> <p>F - Utilise Integrated Offender Management (IOM) to deliver critical interventions to those offenders who commit the greatest number of offences</p> <p>F - Adopt an integrated partnership approach to preventing demand for public, private and third sector services</p> <p>F - Develop early intervention plans aimed at diverting young people away from crime and improving community cohesion</p> <p>P - Work through the Multi Agency Public Protection Arrangements (MAPPA), to manage supervision in the community of the most dangerous violent and sexual offenders</p> <p>P - Expand the use of restorative justice by partners and ensure consistent application of practice</p> <p>P - Provide support to complex and priority troubled families</p>	<p>C - Implement the commissioning strategy to target resources to local communities to help resolve local problems</p> <p>C - Develop a regional transformational programme of change to deliver value for money</p> <p>C - Achieve greater financial savings from regional collaboration</p> <p>C – Coordinate the rationalisation of the Force's property estate, working with partners to maximise integrated working, and rationalise the vehicle fleet whilst continuing to improve quality, suitability and performance</p> <p>C - Implement and promote the Social Responsibility Strategy</p> <p>C - Recruit more volunteers, including cadets, Rural Specials, Specials, volunteer PCSOs, and Neighbourhood Watch</p> <p>F - Redesign the police workforce and integrate opportunities for volunteering through a target operating model approach</p> <p>F - Implement sustainable workforce planning, building a culture of excellence and innovation while addressing any disproportionality</p> <p>F - Explore opportunities for collaboration and partnership to reduce costs and improve services whilst continuing to meet the Strategic Policing Requirement (SPR)</p> <p>F - Provide officers and staff with joined up, innovative, reliable and easy to use technologies that make them more effective and accessible, and make their jobs easier</p>
PERFORMANCE MANAGEMENT (BALANCED SCORECARD)						
<ul style="list-style-type: none"> • Improve satisfaction for victims' satisfaction in policing / victims and witnesses in court • Improve confidence with anti-social behaviour and crime • Reduce number of repeat victims • Reduce number of people killed or seriously injured on our roads 	<ul style="list-style-type: none"> • Improve timeliness and quality of court files • Improve Magistrates and Crown Courts conviction rates • Improve effective trials 	<ul style="list-style-type: none"> • Reduce 'All Crime' across the Force • Reduce anti-social behaviour • Improve detection 	<ul style="list-style-type: none"> • Reduce the number of alcohol-related crimes • Reduce drug related reoffending • Encourage reporting drug related offences 	<ul style="list-style-type: none"> • Improve the number of Proceeds of Crime Act (POCA) confiscation and forfeiture orders • Reduce threat, harm and risk (THR) 	<ul style="list-style-type: none"> • Reduce reoffending • Improve understanding of youth offending • Improve understanding of recidivism in youth offenders following community resolution 	<ul style="list-style-type: none"> • Make efficiency savings • Monitor total number of days lost due to sickness • Improve BME representation

DELIVERING GOOD GOVERNANCE

Principle 1: Focusing on the purpose of the PCC and the Force, and on outcomes for the community, and creating and implementing a vision for the local area.

Principle 2: Leaders, officers and partners working together to achieve a common purpose with clearly defined functions and roles.

Principle 3: Promoting values for the PCC and demonstrating the values of good governance through upholding high standards of conduct and behaviour.

Principle 4: Taking informed and transparent decisions which are subject to effective scrutiny and managing risk.

Principle 5: Developing the capacity and capability of the PCC, officers of the PCC and the Force to be effective.

Principle 6: Engaging with local people and other stakeholders to ensure robust public accountability.

For Information	
Public/Non Public	Public
Report to:	Strategic Resources and Performance Meeting
Date of Meeting:	19th March 2014
Report of:	The Chief Constable
Report Author:	Daniel Skurok
E-mail:	daniel.skurok@nottinghamshire.pnn.police.uk
Other Contacts:	
Agenda Item:	12

Performance & Insight Report

1. Purpose of the Report

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

2. Recommendations

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

3. Reasons for Recommendations

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

4. Summary of Key Points

- 4.1 The summary tables in the attached appendix provide an overview of performance across the seven strategic themes as per the Police and Crime plan. Performance compared to target as well as trends over time are considered. Appendices B – K of appendix 1 provide additional insight for those measures which are deemed to be experiencing performance that is of concern to the Force.

- 4.2 To summarise the headline targets:

4.2.1 Victim Satisfaction – current rate is 86.9%, 3.1pp away from target, long term trend is stable, Force is inline or better than peers and is recording a similar satisfaction rate to that recorded 12 months ago.

4.2.2 All Crime Reduction – Force is recording a 0.8% increase compared to the previous year, 10.7% away from target, despite this recent months have seen an improvement in trend and the Force is expected to record a similar volume of crime compared to last year

NOT PROTECTIVELY MARKED

4.2.3 Ensure Balanced Budget – Force's current spend is £166.325m against a forecast restated budget of £166.249m, leaving an overspend of £0.077m, well within approved margins.

5. Financial Implications and Budget Provision

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

6. Human Resources Implications

6.1 There are no immediate Human Resource implications arising from this report.

7. Equality Implications

7.1 There are no equality implications arising from this report.

8. Risk Management

8.1 Please see attached Appendix 1.

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

9.1 There are no policy implications arising from this report.

10. Changes in Legislation or other Legal Considerations

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

11. Details of outcome of consultation

11.1 The figures included in this report are covered in more detail in each of the individual Performance and Insight Reports and are monitored through; Operational Performance Review, Joint Performance Board, Corporate Government Board and the Force Executive Board meetings on a monthly basis.

12. Appendices

12.1 Appendix 1 - Appendices A – K Performance and Insight report by the seven strategic themes.



NOTTINGHAMSHIRE
POLICE
PROUD TO SERVE

Corporate Services

Performance & Insight Report

Themes 1 - 7

Performance to January 2014

Strategic Priority Theme 1: Protect, support and respond to victims, witnesses and vulnerable people				
Measure	Target Profile	Current Performance – 12 months to November 2013 ¹		
		Target	Trend	Summary
1	<p>% of victims of crime that are completely, very or fairly satisfied with the service they have received from the police</p> <ul style="list-style-type: none"> 90% To be in the top five Forces nationally 	-3.1 pp ² ●	-0.6 pp ↔	<p>Performance is stable when considering the long term trend with the Force remaining below the 90% target.</p> <p>Satisfaction for incidents in the 12 months to November is 86.9%. It was 87.5% for the comparative period in the previous year.</p> <p>The Force is in line with peers nationally and is above the Most Similar Group (MSG) average (based on 12 months of interviews ending September 2013).</p> <p>While there is no underlying difference between the divisions in terms of the headline figure (City 86.2%, County 87.3%), theft from vehicle crime satisfaction remains a differentiating factor, with deterioration across the Force.</p>
2	<p>% of victims and witnesses satisfied with the services provided in court</p> <ul style="list-style-type: none"> 90% satisfied with service received 85% feel confident to give evidence in court Improved satisfaction levels compared to 2012-13 	+4.5 pp ●	↔ ³	<p>There is no new data for the satisfaction measure.</p> <p>In December, 96.7% of victims and witnesses were satisfied or very satisfied with the services provided in Court and the 90% target has been achieved in eleven of the last twelve months.</p> <p>Year-to-date figures show an average satisfaction level of 94.5% (April - December 2013), while 75.3% felt confident to give evidence (April - December 2013).</p>
3	<p>% of people who agree that the Police and Council are dealing with local Anti-Social Behaviour and other crime issues</p> <ul style="list-style-type: none"> 60% by 2015-16 	-8.5 pp ●	-5.2 pp ↔	<p>The agreement level is 51.5% for 12 months interviews ending September 2013. Performance is stable and remains below target. There has been little movement since the previous quarterly results.</p> <p>The Force remains below peers and there is a statistically significant disparity to the national average. Further details on this measure are available at Appendix B.</p>

¹ Unless otherwise stated. Where different date parameters apply, this will be detailed in the summary for the measure

² Percentage points

³ Should be treated with caution due to limited amount of data available

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

Measure	Target Profile	Current Performance – 12 months to November 2013 ¹		
		Target	Trend	Summary
4 % reduction of people that have been repeat victims within the previous 12 months	<ul style="list-style-type: none"> Reduce the number of repeat victims of Domestic Abuse, Hate Crime & Anti-Social Behaviour by 5% year on year compared to 2012-13 	-5.6% ●	-10.1% ↓	<p>Year-to-date (April to January 2014) there has been a 10.1% reduction in the number of people that have been repeat victims of Domestic Violence, Hate Crime or Anti-Social Behaviour (ASB) within the previous 12 months when compared to the same period of last year. This equates to 760 fewer repeat victims.</p> <p>The Force is currently achieving target on this measure, with performance being driven by a reduction of 14.8% (895 fewer victims) in repeat ASB victims when compared with the same period last year.</p> <p>Whilst this is positive it should be noted that as ASB accounts for the majority of the volume on this measure, strong performance in terms of ASB repeat victims is serving to mask an increase in repeat victims of Domestic Violence, with the Force currently experiencing an increase of 8.6% (124 victims) when compared to last year. It should be worth noting that this represents a slight increase in volume compared to the previous month.</p> <p>Considering Domestic Violence repeats at a divisional level; the City continues to have the larger percentage increase, with City Central recording the largest year-to-date increase in terms of volume and percentage and City North recording the second largest volume increase year-to-date and highest overall volume. On the County; Bassetlaw, Ashfield and Gedling have seen improvements in performance and are all currently recording a year-to-date reduction in repeat victims of Domestic Violence.</p> <p>Through working with partners the Force aims to reduce the number of repeat victims by providing effective intervention at the time of the first incident. An increase in repeat victims of Domestic Violence is a concern and suggests that positive action to tackle repeat victimisation in this area is not proving effective. Domestic Violence repeat victims are being managed at a local level to ensure that those who are most vulnerable are receiving an appropriate level of support.</p> <p>Tables showing a breakdown of performance by offence type and BCU can be viewed at Appendix C.</p>

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

Measure	Target Profile	Current Performance – 12 months to November 2013 ¹		
		Target	Trend	Summary
5 The number of people Killed or Seriously Injured (KSIs) on Nottinghamshire’s roads	<ul style="list-style-type: none"> 40% reduction in all Killed and Seriously Injured (KSIs) by 2020 (from 2005-2009 average) 	-18.8% ●	-23.5% ↓	<p>Performance in the 2013 calendar year is positive, with the Force continuing to record significant reductions in the number of persons Killed or Seriously Injured (KSI) on Nottinghamshire’s roads. The reductions during quarters one, two and three (January – September) have been so strong that the Force is easily achieving the 9.0% adjusted target for the current year, and also remains in a favourable position against the long-term Road Safety Partnership target of a 40% reduction by the year 2020⁴.</p> <p>Reductions are recorded in all of the road-user groups when compared to last year, with the largest percentage reduction in the fatalities group.</p> <p>Quarter four provisional data suggests that the current trend will continue, allowing confidence that Nottinghamshire is experiencing a consistent reduction in the number of persons Killed or Seriously Injured on the roads.</p> <p>One area of concern at present however is the high number of fatalities on Nottinghamshire’s roads in the months of December and January. There were ten people killed in December and this has been followed by a further seven deaths in January. Emerging themes in relation to these fatalities appear to be elderly drivers and unlawful road users, and in light of recent mild weather conditions there is a risk that the number of fatalities may increase further.</p> <p>The Force’s Operational Support officers are responding to this emerging risk by conducting operations aimed at detecting and dealing with poor driving in an effort to minimise the risks to law-abiding road users.</p>

⁴ Nottinghamshire Road Safety Partnership target, reduction when compared to the 2005-2009 baseline

Strategic Priority Theme 2: Improve the efficiency, accessibility and effectiveness of the criminal justice process

Measure	Target Profile	Current Performance – Year-to-date to December 2013 ⁵		
		Target	Trend	Summary
1	% of Crown Court files to be submitted by the police to the CPS on time and without deficiencies <ul style="list-style-type: none"> To improve the current timeliness and quality of files 	CC Quality +0.4pp ● CC Timeliness +1.7pp ● MC Quality +0.1pp ● MC Timeliness -0.6pp ●	↔ ⁶	<p>There is no new data available for this measure⁷.</p> <p>The Crown Court continues to meet target in terms of both file quality and timeliness, with the current year to date (data is to October 2013) error rate and late rate lower than the positions reported last month. Examining monthly performance for files submitted to the Crown Court suggests an improvement in quality, with the error rate reducing month-on-month through the majority of this year.</p> <p>The Magistrates Court is achieving the file quality target, but not the timeliness target, with a late rate that is slightly higher than that reported last month. Monthly performance for files submitted to the Magistrates Court appears to show a high level of fluctuation, meaning that it is not possible to provide an indication of trends in the long-term. This is further compounded by the fact that the Magistrates Court also failed to return any data to the Force for the month of September.</p>
1	Crown Court and Magistrates Court conviction rates <ul style="list-style-type: none"> To be better than the national average To be consistently in line with CPS national averages 	CC +4.6pp ● MC -0.1pp ●	↔	<p>Nottinghamshire Criminal Justice Area is showing a year-to-date conviction rate of 84.2% for cases prosecuted through the Magistrates' Courts (MC) and 85.8% for cases prosecuted through the Crown Court (CC).</p> <p>The Crown Court have achieved target year-to-date, having recorded a rate almost five percentage points higher than the national average rate. The Magistrates Court is within reach of target, at only 0.1pp below the national average. The Crown Court is showing the greater improvement when compared to last years position, with an increase of 6.0 pp at the end of quarter three, while the Magistrates court has recorded a rate similar to last year.</p>

⁵ Unless otherwise stated. Where different date parameters apply, this will be detailed in the summary for the measure

⁶ Performance on all of the criminal justice measures remains stable in the short-term, however it is not possible to make accurate long-term judgments regarding trend due to a lack of available data

⁷ It has not been possible to update this information as the Magistrates Court failed to return data for the month of December

Strategic Priority Theme 2: Improve the efficiency, accessibility and effectiveness of the criminal justice process					
Measure		Target Profile	Current Performance – Year-to-date to December 2013 ⁵		
			Target	Trend	Summary
2	% of effective trials in the Magistrates' and Crown Courts	<ul style="list-style-type: none"> Reduce % of ineffective trials compared to 2012-13 Achieve an effective trial rate of 50% for Crown Court and 50% for Magistrates Court 	CC -6.0pp ● MC -8.7pp ●	↔	<p>Year-to-date figures to December 2013 show that the current effective trial rate is 44.0% for the Crown Court and 41.3% for the Magistrates Court, meaning that neither court is achieving the effective trial rate target of 50%.</p> <p>Performance across both courts has been fairly static over the last 14 months, and there is little change in the effective trial rate for either court this month. The proportion of cracked trials (where the defendant offers on acceptable plea or the prosecution offers no evidence) and ineffective trials (where no final outcome is reached) also remain unchanged this year.</p> <p>Current trends suggest that the target will be a challenging one to achieve this year. Improvements in file quality and timeliness may help to support the Criminal Justice Service in improving the effective trial rate for the courts.</p>

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

Measure		Target Profile	Current Performance – Year-to-date to January 2014		
			Target	Trend	Summary
1	Reduction in All Crime across the Force	<ul style="list-style-type: none"> 10% reduction compared to 2012-13 	+10.7% ●	+0.8% ↔	<p>Following a number of successive monthly reductions in All Crime, the Force recorded an increase in volume in the month of January when compared to last January; however the increase was only slight (at less than two percent) and has not impacted on the overall year-to-date position. The Force continues to record a similar volume of offences to last year, with a current year-to-date increase of 0.8% (438 offences). The target reduction of 10% has not been achieved and it is no longer possible for this target to be met at the end of the year, however forecast figures suggest that the Force can expect to end the 2013/14 performance year with fewer crimes than in 2012/13.</p> <p>Violence Against the Person (VAP), Theft & Handling and Burglary Dwelling continue to drive the increase in All Crime, with only the Criminal Damage and Vehicle Crime groups recording reductions year-to-date. A full table showing performance by crime type can be viewed at Appendix D, while performance by area is at Appendix E.</p> <p>The Force's Priority Areas continue to show mixed performance, with the majority recording increases in crime. A summary table of performance for these areas can be viewed at Appendix F.</p> <p>Current performance for All Crime is discussed in more detail at Appendix G.</p>

Strategic Priority Theme 3: Focus on those local areas that are most affected by Crime and Anti-Social Behaviour					
Measure		Target Profile	Current Performance – Year-to-date to January 2014		
			Target	Trend	Summary
2	Reduction in Anti-Social Behaviour incidents across the Force	<ul style="list-style-type: none"> 8% reduction year on year, from 2013-14 to 2015-16 A 50% reduction in ASB incidents across the Force by 2015-16 compared to 2011-12 	-0.2% ●	-9.1% ↓	<p>The Force is maintaining a year-to-date reduction in the volume of Anti-Social Behaviour (ASB) incidents and is also achieving the 8% target reduction. A slow-down in trend noted in recent months is less evident this month, with the current year-to-date reduction of 9.1% (3,015 incidents) stronger than the position reported at the end of the December, and this is thanks to a strong month-to-date reduction in ASB in January (-17.8% or 525 fewer incidents).</p> <p>Although both the City and County are recording year-to-date reductions (City -2.0% or 270 incidents, County -14.1% or 2,745 incidents), the Force's overall reduction is clearly masking a split in performance across the two divisions, with County recording the more substantial reduction.</p> <p>A full breakdown of ASB incidents by area can be viewed at Appendix H, while performance in the priority areas is at Appendix I.</p>
3	The detection rate (including Positive Outcomes) for recorded offences	<ul style="list-style-type: none"> A rate of 37% (including positive outcomes) for All Crime To monitor Home Office disposals as follows; Charge/Summons, Caution/Reprimand/Warning Taken into consideration, Penalty Notice for Disorder, Cannabis Warning, Community Resolution. 	-5.2pp ●	-4.6pp ↓	<p>The Force is currently recording a detection rate of 31.8% year-to-date, a 4.6 percentage point (pp) drop compared to same period of last year and 5.2pp below the Police & Crime Plan target. When considering detections awaiting approval the rate increases to around 32%, still below the 37% Police and Crime Plan target.</p> <p>Detection rates on the BCUs are similar to those seen at Force level (32.3% on the City, 31.4% on the County).</p> <p>One driver behind the drop in detection rate is a reduction in the volume of detections recorded against an increase in offence volume. The reduction in detection volume appears to be predominately driven by a large drop in the volume of TIC disposals, across both City and County. This drop seems to have been partially driven by external forces and the Force will require a significant increase in the volume of detections it achieves in the remainder of the year in order to stand a chance of meeting target. A detailed report on detection rate performance can be viewed at Appendix J.</p>

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

Measure		Target Profile	Current Performance – Year-to-date to January 2014		
			Target	Trend	Summary
1	Number of alcohol related admissions to hospital	<ul style="list-style-type: none"> A reduction in the number of alcohol related admissions to hospital compared to 2012-13 	-11.1% ●	-11.1% ↓	<p>There is no new data available for this measure. Nottinghamshire police Force data is broken down by the two Local Authorities; Nottingham and Nottinghamshire. The volume of admissions in quarter four (Q4) of 2012/13 was; 1,405 for Nottingham, 4,150 for Nottinghamshire.</p> <p>These totals represent decreases for both Nottingham (-18.5% or 319 fewer admissions) and Nottinghamshire (-8.3% or 374 fewer admissions), compared to the same quarter the previous year, in the previous quarter (Q3). Both local authorities recorded increases compared to the same quarter the previous year.</p> <p>Assessing 2012/13 as a whole, both the local authorities and the overall Force area have recorded an increase compared to 2011/12, (Force +0.2% or 50 admissions, Nottingham +0.2% or 16 admissions and Nottinghamshire +0.2% or 34 admissions). These low level increases appear in line with a general reduction in percentage increases year-on-year over the last four years.</p>
1	The number of alcohol related crimes (proxy measure)	<ul style="list-style-type: none"> Monitor the number of crimes which appear alcohol related 	N/A	N/A	<p>Year-to-date figures reveal that 13.9% of All Crime in Force was alcohol related, compared to 16.5% last year. (Year-to-date: City 15.5%, County 12.6%). Over the same time periods, 24.8% of Violent Crime (All VAP, Robbery but excluding Sexual Offences) was alcohol related in 2013/14, compared to 29.9% in 2012/13.</p> <p>Due to current recording limitations there is no target for this measure and the current results should be treated with some caution during the monitoring phase. Improvements in recording practices will be monitored this year with a view to setting a target in later years.</p> <p>The Force Alcohol Tactical Group continues to monitor alcohol-related crime performance through its monthly meetings.</p>

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

Measure	Target Profile	Current Performance – Year-to-date to January 2014		
		Target	Trend	Summary
2 % of successful completions of OCU and non OCU (Opiate and Crack Cocaine Users)	<ul style="list-style-type: none"> 1% increase compared to 2012-13 	OCU -1.8pp ●	-0.8pp ↓	<p>There is no new data for this measure. This measure is based on the proportion of Opiate and Crack Users (OCU) and Non-Opiate and Crack Users (Non-OCU) who have successfully completed drug treatment programmes.</p> <p>In the 12 months to September 2013 the successful completion rate for OCUs was 10.7%. This is a slight deterioration on the rate recorded during 2012/13, meaning that the target has not been achieved, although the Force is close to target at only 1.8pp away (a slight improvement on last month).</p> <p>During the same period the success rate for non-OCUs was 47.4%, also a deterioration in comparison with the previous year and has declined compared to last month.</p> <p>In terms of City and County performance, both show signs of deterioration for non-OCU, with current completion rates lower than in the previous period. For OCU, the City has recorded a lower rate whilst the County has recorded an increase. Both BCUs are in the top quartile range for successful completions, a success for both partnerships.</p>
		Non-OCU -4.8pp ●	-3.8pp ↓	

Strategic Priority Theme 5: Reduce the threat from organised crime

Measure	Target Profile	Current Performance – Year-to-date to January 2014		
		Target	Trend	Summary
1 The number of Proceeds of Crime Act (POCA) confiscation and forfeiture orders	<ul style="list-style-type: none"> 10% increase (year on year) in the numbers of confiscation and forfeiture orders compared to 2012-13 	-15.0% ●	-4.4% ↓	<p>The target for this measure is to increase the number of confiscation and forfeiture orders compared to last year, currently the Force is recording a slight decrease in the number of orders, with 153 orders this year compared to 160 last year (a reduction of 4.4%).</p> <p>This reduction in the number of orders means that the Force has not achieved the target volume of orders year-to-date (+10%), with 153 orders compared to a target of 176 orders, meaning that the Force has fallen short of target by 23 orders or 15.0% based on year-to-date figures. It is worth noting that despite monthly fluctuations at the start of the year, this year-on-year picture appears to be fairly stable, with the current gap to the target and comparisons to last year both being similar to last month.</p> <p>So far this year the Force has recorded a total order value of £840,514.07 (down £474,176.08 or 36.1% compared to last year). This equates to an average order value of £5,493.56, a decrease of 33.1% compared to the average order value recorded during the same period of last year (£8,216.81). Again, it should be noted that this position is similar to that recorded last month⁸.</p>

⁸ Please note that data has been taken from the national JARD system which is a live system and may be subject to change. Data was downloaded 11th February 2014.

Strategic Priority Theme 5: Reduce the threat from organised crime						
Measure		Target Profile		Current Performance – Year-to-date to January 2014		
				Target	Trend	Summary
2	Force threat, harm and risk (THR) assessment level	<ul style="list-style-type: none"> To reduce THR to below the 2012-13 level 	●	↓	<p>There is no update on the THR level since last month. The activities of Organised Crime Groups present one of the priority external threats to policing in Nottinghamshire. They have a direct and indirect involvement in a wide range of serious criminality including Murder, Serious Violence, the Criminal Use of Firearms, Drugs Supply, Serious Acquisitive Crime, Fraud and Sexual Exploitation. They impact upon confidence and satisfaction, community cohesion and police endeavours to reduce crime and keep people safe from the risk of harm. In terms of the management of each active Organised Crime Group by the police, each group has a specific management plan and Lead Responsible Officer, with progress monitored through the Level I and Level II Force Tasking and Coordination process in line with NIM guidelines.</p> <p>In terms of criminal intent and capability, the current threat from Serious, Organised Crime in Nottinghamshire remains significant and consistent despite evidence of successful disruption within the last 12 month period as a result of various Nottinghamshire Police and EMSOU operations.</p> <p>The current intelligence picture relating to organised criminality, coupled with the upcoming prison release of key individuals linked to organised crime, suggests that the medium term threat from Serious, Organised Crime in Nottinghamshire will not change from its current threat status of significant and consistent.”</p>	

Strategic Priority Theme 6: Prevention, early intervention and reduction in re-offending

Measure	Target Profile	Current Performance – Year-to-date to January 2014		
		Target	Trend	Summary
1 First-Time Entrants (FTEs) into the Youth Justice System	<ul style="list-style-type: none"> 10% reduction (year on year) compared to 2012-13 	-2.2% ●	-11.9% ↓	<p>There have been 391 First-Time Entrants (FTEs) into the Youth Justice System this year (April – January 2014). This is a reduction of 11.9% (53 FTEs) compared to last year. The current year-to-date target has been achieved. Currently 2.2% or 9 FTEs better than target. It should be noted that the current year-to-date reduction shows deterioration when compared to the position reported last month (14.9%).</p> <p>The largest reduction this year is seen on the County, where a 21.8% reduction was recorded, while the City recorded a reduction of 1.4% over the same period.</p> <p>The use of Restorative Justice disposals and Community Resolutions came into force at the beginning of 2012-13 and it is expected that as it gathers momentum there will be less FTEs year on year.</p>
2 National – reduce the offending of offenders managed and supervised by Integrated Offender Management (IOM) that cause significant harm Local - Acquisitive Crime Cohort, high risk of harm offenders and young adult offenders (18-21years)	<ul style="list-style-type: none"> 10% reduction (year on year) compared to 2012-13 Reduce (proven) reoffending to be below the national average To monitor the Acquisitive Crime Cohort, high risk of harm offenders and young adult offenders (18-21years) 	+2.9pp ●	N/A	<p>National data published by the Ministry of Justice covering the 12 months to March 2012 suggests that Nottinghamshire had a 'proven' re-offending rate of 36.7% (compared to 37.6% for the 12 month period ending December 2011), 2.9 percentage points above the national average of 33.8%, placing the Force 32nd out of 36 areas.</p> <p>When considering the Force's Acquisitive Crime cohort (data to end of December 2013), there are currently 315 IOM (Integrated Offender Management) nominals managed by the Force with around a 50/50 split between the City and County. The majority of nominals are adult (74%) with 8% currently classed as a juvenile.</p> <p>Cross referencing the 315 nominal's against named offenders and/or suspects for offences recorded in 2013/14 (April – January) reveals that 492 offences have had an IOM nominal listed as an offender and a further 412 offences have had an IOM nominal listed as a suspect. This activity can be linked to 202 nominals or two thirds of the current IOM cohort. These offences combined account for 1.6% of recorded crime in 2013/14.</p>

Strategic Priority Theme 7: Spending your money wisely					
Measure		Target Profile	Current Performance – Year-to-date to January 2014 ⁹		
			Target	Trend	Summary
1	Make efficiency savings	▪ Save £8.6m by March 2014	N/A	N/A	<p>The Government's grant has reduced significantly and in order to balance the budget, savings of £8.6m need to be made in 2013-14.</p> <p>Detailed plans are in place to ensure the savings target is met.</p> <p>Confirmed efficiencies are currently being made through staff savings and savings from Fleet, Estates and Collaboration.</p>
2	Ensure balanced budget	▪ Overall spend v restated budget	+0.0% ●	N/A	<p>The full year net revenue budget for 2013-14 is £196.998m. During December the Quarter Three forecast was undertaken which resulted in an agreed restated full year budget of £198.600m</p> <p>Actual net expenditure for the ten months to January 2014 was £166.325m against a restated budget of £166.249m.</p> <p>The resulting position against the restated budget was an over spend of £0.077m, meaning that the Force is currently over budget and is within approved target at this time. More detail on this measure can be viewed in Appendix K.</p>
3	Total number of days lost due to sickness (Officer)	▪ 3.7% for Officers and Staff (8.2 days)	+7.7% ●	-9.5% ↓	<p>The latest 12 month rolling sickness data for the Force has shown that officer sickness reduced to 3.99% in January 2014 from 4.53% in March 2013 and 4.41% in January 2013.</p> <p>HR is continuing to work closely with line managers to reduce the number of officers on long term sick.</p> <p>Officer sickness absence in the 12 months to January 2014 amounted to an annual cost to the Force of £4.1m. This has reduced from £4.8m as at the end of October 2012 when the revised policy was introduced.</p>

⁹ Unless otherwise stated. Where different date parameters apply, this will be detailed in the summary for the measure

Strategic Priority Theme 7: Spending your money wisely

Measure		Target Profile	Current Performance – Year-to-date to January 2014 ⁹		
			Target	Trend	Summary
3	Total number of days lost due to sickness (Staff)	<ul style="list-style-type: none"> 3.7% for Officers and Staff (8.2 days) 	-0.4% ●	-12.1% ↓	As at the end of January 2014, the rolling 12 month average staff sickness rate was 3.69%. This has reduced from 4.20% in January 2013. This represents a reduction of 12% over the past year.
4	BME representation	<ul style="list-style-type: none"> To reduce the gap in current Black Minority Ethnic (BME) representation within the Force and local BME community representation in respect of: Recruitment for officers and staff to reflect the local community 	●	+0.2% ↔	<p>Current BME representation in Force stands at 4.3% (January 2014). This shows little change from the proportion recorded in March 2012, however the Force is in the process of recruiting new officers following a positive action campaign and therefore a change may be seen in the representation statistics in the coming months.</p> <p>The 4.3% figure is lower than the BME population of Nottinghamshire, which stands at 11.2% (Source: 2011 Census Data).</p>
Proxy measures:					
5	Overtime Budget	<ul style="list-style-type: none"> Maintain overtime spend below budget 	-0.8% ●	+24.7% ↓	<p>The Force's overtime expenditure during the year to January 2014 was £4.535m, which is an under spend of £0.037m against a revised budget of £4.572m.</p> <p>The main operations were: Op Sponsor (£0.105m, rechargeable), Op Accelerate (£0.100m), Op Embolite (£0.036m), Op Enamelled (£0.025m), Op Solentina (£0.022m, rechargeable).</p>
6	Establishment	<ul style="list-style-type: none"> Officer establishment 2,109 Staff establishment 1,646 	● ●	N/A	Targets quoted are for March 2014. Officer and PCSO recruitment is in process which will help get levels up to target.

Appendix A

User Guide to the Performance and Insight Report

This document sets out a summary of the performance of Nottinghamshire Police in relation to key measures to deliver against the strategic priority themes as set out in the Police and Crime Plan 2013-18.

The seven themes are used to provide direction and focus to support the delivery of the Police and Crime Plan and are as follows:

- Theme 1: Protect, support and respond to victims, witnesses and vulnerable people
- Theme 2: Improve the efficiency, accessibility and effectiveness of the Criminal Justice system
- Theme 3: Focus on those local areas that are most affected by Crime and Anti-Social Behaviour
- Theme 4: Reduce the impact of drugs and alcohol on levels of Crime and Anti-Social Behaviour
- Theme 5: Reduce the threat from organised crime
- Theme 6: Prevention, early intervention and reduction in offending
- Theme 7: Spending your money wisely

Within the seven themes are a number of key measures to allow monitoring of Force performance, in order to highlight risks and implement the appropriate control measures required to improve performance.

The summary tables in the front of the report provide an overview of current performance for each of the key measures, and these tables are organised according to the seven strategic themes. The information provided in the tables is as follows:

Measure and Target Profile columns

These provide a description of the measure and the target set by the Police and Crime Commissioner

Target column

Shows current performance against target. Where available, this will be shown as a numeric (mainly percentage) value along with a direction of travel, so for example; -10% on the ASB measure would denote that current volume is 10% lower than target volume. This numeric value will be accompanied by a coloured circle showing whether the measure is on target, close to achieving target or not achieving target, as shown in the box below.

KEY to Performance Comparators	
Performance Against Target	
●	Significantly better than Target >5% difference
●	Better than Target
●	Close to achieving Target (within 5%)
●	Significantly worse than Target >5% difference

Trend column

Provides an indication of current trend and direction of travel. As with the target column, this data will be presented, where possible, as a numeric (again usually percentage) value. For the majority of measures this figure will represent the change in performance when compared to the equivalent period of the previous year, with a + or – symbol denoting the direction of travel, i.e. whether the change is an increase or decrease on the previous position. This figure will be accompanied by an arrow which provides an indication of current trend, with the direction of the arrow representing direction of travel (increase, decrease or stable) and the colour of the arrow showing whether this is positive, neutral or negative performance (as an increase in a measure such as detection rate will be positive performance, whereas an increase in a measure such as All Crime will be negative). This is summarised in the box below.

KEY to Performance Comparators	
Trend	
↑	Increase – Improvement in Performance
↓	Decrease – Improvement in Performance
↔	Stable Trend – little change in Performance
↑	Increase – Deterioration in Performance
↓	Decrease – Deterioration in Performance

Date parameters

The majority of measures in the report use performance year-to-date data (April to the end of the current month), and will compare this period to the equivalent year-to-date period of the previous year in order to provide an indication of performance over time. The main exceptions to this are satisfaction and confidence data, which both use 12 months to date data, and which tend to lag behind crime and detections data by a few months. It should also be noted that for a number of the measures for which the data is sourced externally, the date parameters may differ to those commonly used in Force. Where different parameters are used, this will be specified in the text summary for the measure affected, and unless otherwise stated, comparisons to previous performance will refer to the equivalent period of the previous year.

Diagnosing Exceptional Performance

Any measures which are demonstrating exceptional performance will be discussed in further detail in the appendices of the report. Where this is the case it will be stated in the summary for that measure. A measure will be considered an exception if it is significantly off target, has a deterioration in recent performance, (for example a marked decrease in satisfaction levels) or if there are any other significant changes in performance which are of concern.

For the purposes of this report, the statistical techniques applied to determine statistically significant changes in performance for the majority of the measures examine the standard deviation, the moving range and linear regression using Pearson's correlation coefficient and t-tests.

For more information on the statistical techniques employed in the report please contact the Performance and Insight team:
mi@nottinghamshire.pnn.police.uk

Commonly used acronyms

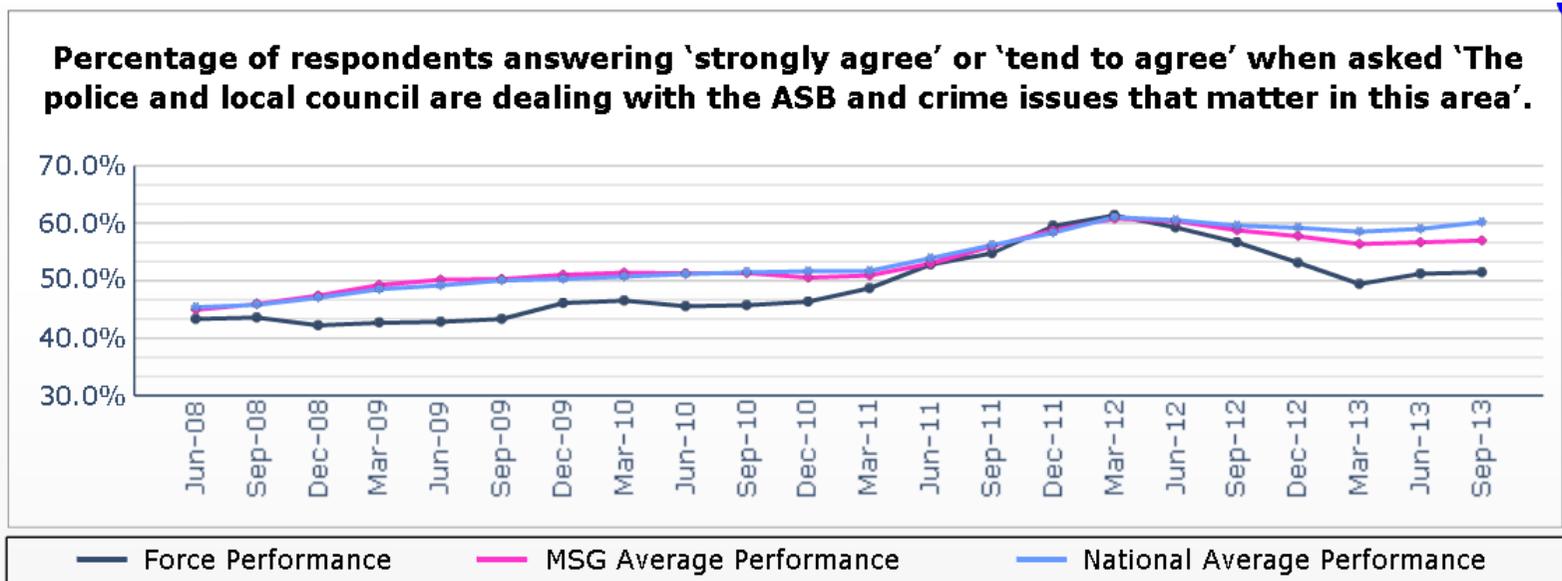
ASB – Anti-Social Behaviour
BCU – Basic Command Unit
BME – Black Minority Ethnic
CSEW – Crime Survey for England and Wales
HMIC – Her Majesty's Inspectorate of Constabulary
MSG – Most Similar Group of Forces; or Most Similar Group of BCU's
PCC – Police and Crime Commissioner
PSD – Professional Standards Directorate
RTC – Road Traffic Accident

Data Sources	
Theme 1: Protect, support and respond to victims, witnesses and vulnerable people	
Satisfaction with serviced received from police	Nottinghamshire Police internal user satisfaction surveys
Victim and witness satisfaction with court services	Victim Support Witness Service Quality of Service forms collected from Nottinghamshire courts
Confidence in police and local council	Crime Survey for England and Wales (formally the British Crime Survey)
Repeat victims	Nottinghamshire Police CRMS Crime Recording & Management System and Vision Command & Control system
Persons Killed or Seriously Injured on the roads	Nottinghamshire Road Safety Team and Force internal POETS incidents system
Complaints	Nottinghamshire Police internal Centurion system
Strategic Priority Theme 2: Improve the efficiency, accessibility and effectiveness of the criminal justice process	
Court file timeliness and quality	Nottinghamshire Police Crime and Justice department
Court conviction rates	HM Courts Service
Court effective trial rates	HM Courts Service
Strategic Priority Theme 3: Focus on those local areas that are most affected by Crime and Anti-Social Behaviour	
All Crime Detection Rate	Nottinghamshire Police CRMS Crime Recording & Management System
ASB	Nottinghamshire Police Vision Command & Control system
MSG and national comparisons	Home Office Project Fusion website
Strategic Priority Theme 4: Reduce the impact of drugs and alcohol on levels of Crime and Anti-Social Behaviour	
Alcohol-related admissions to hospital	Public Health England LAPE website
Successful completions of OCU and non OCU	Nottinghamshire County Council

Data Sources	
Strategic Priority Theme 5: Reduce the threat from organised crime	
POCA confiscation and forfeiture orders	Force internal Joint Asset Recovery Database
Force threat, harm and risk level	Nottinghamshire Police Intelligence Team
Strategic Priority Theme 6: Prevention, early intervention and reduction in re-offending	
First-Time Entrants	Nottingham City and Nottinghamshire County Youth Offending Teams
Re-offending	Home Office
Strategic Priority Theme 7: Spending your money wisely	
Efficiency Savings	
Balanced Budget	Nottinghamshire Police e-financials General Ledger
Staff and Officer Sickness	Nottinghamshire Police HRMS
BME Representation	Nottinghamshire Police HRMS

Appendix B – FOR INTERNAL PUBLICATION ONLY

Strategic Priority	Theme 1 – Protect, support and respond to victims, witnesses and vulnerable people
Measure	Percentage of people who agree that the Police and Council are dealing with local Anti-Social Behaviour and other crime issues
Target	60% agree by 2015-16



12 months-to-date performance:	51.5% agreement (12 months of interviews to the end of September 2013)
Target performance:	Currently 8.5 percentage points below the 2015-16 target

Insight

Nottinghamshire Police remains below target and there has been negligible movement in the agreement level since the previous quarterly results. Public confidence continues to be measured through the Crime Survey for England and Wales (CSEW), which undertakes face to face interviews with members of the public in Nottinghamshire on an ongoing basis.

The latest figure is lower than the same time last year when Nottinghamshire was 56.7 percent for interviews in the 12 months to the end of September 2012 however the difference is not statistically significant.¹⁰

There are several other CSEW measures that can be used to assess public confidence, including: how good a job the police are doing; reliability; treating people fairly; treating people with respect; and understanding issues that affect the community.

The percentage of respondents answering 'good' or 'excellent' to the question 'Taking everything into account, how good a job do you think the police in this area are doing?' has remained static over the last year and Nottinghamshire is within the lower quartile nationally. The CSEW does however indicate a fall in agreement levels in relation to other indicators including: 'They (the police in this area) understand the issues that affect this community'; and 'They (the police in this area) are dealing with the things that matter to people in this community'.

CSEW questions regarding high levels of perceived ASB are no longer available by police force area. However in the year ending September 2013, twelve percent of adults in England and Wales perceived there to be a high level of ASB in their local area, a statistically significant decrease of two percentage points from the previous year. With the exception of 'People using or dealing drugs', decreases were seen in the proportions of adults perceiving problems in all types of ASB.

New questions about respondents' actual experiences of ASB in their local area were added to the 2011/12 CSEW questionnaire¹¹. The questions ask whether the respondent has personally experienced or witnessed ASB in their local area, and if so, what types. Nationally, twenty-eight percent of adults in the year ending September 2013 indicated that they had personally experienced or witnessed at least one of the ASB problems asked about in their local area in the previous year, down from 29 percent in the year ending September 2012.

A key finding of the Respect for Nottingham 2012 Survey¹², conducted on behalf of the Nottingham Crime and Drugs Partnership, is that only nine percent of the population (of the City of Nottingham) have a high perception of Anti-Social Behaviour (ASB).

¹⁰ Source: *Crime Survey for England and Wales, perceptions of local police, interviews conducted in the 12 months to September 2013 compared with interviews conducted in the 12 months to September 2012*. The CSEW notes that caution should be used in interpreting changes in these figures as a possible order effect may have affected the estimates in 2011/12.

¹¹ The CSEW notes that the figures suggest a disparity between perceptions of ASB and actual experience of such incidents, however it is difficult to compare the two measures since the list of ASB categories used in the experience based questions on ASB is more expansive than those asked of respondents in relation to their perceptions. In addition, it is likely someone can experience an ASB incident without necessarily believing that it is part of a problem in their local area, if, for example, it was a one-off or isolated occurrence.

¹² Source: *Respect for Nottingham Survey 2012, Final Report March 2013*. The report contains a summary of the findings from the Respect for Nottingham survey commissioned by the Nottingham Crime and Drugs Partnership and conducted by Information by Design in 2012. The survey is conducted through face-to-face interviews with a random sample of 2,015 City residents designed to be representative of all wards and deprivation levels. It is a repeat of the 2011 survey and was again undertaken to explore the views and opinions of local residents about their local area and the city centre in relation to aspects of anti-social behaviour (ASB), crime and community safety and the strategic partnership between the Police and Council. The high perception of ASB is derived from a composite score based on responses to the questions about the seven anti-social behaviours similar to that previously measured under National Indicator 17: Noisy neighbours or loud parties; Intimidation as a result of groups/ gangs of young people hanging around on the street; Rubbish or litter lying around; Vandalism / criminal damage; People using or dealing drugs; People being drunk or rowdy in public places; and Abandoned or burnt out cars

Restricted

Overall, 11.5 percent of respondents had been personally targeted by some form of anti-social behaviour in the last six months. Of those residents who did report the ASB, around nine in every ten reported the incident to the police. However, less than half of these people were very or fairly satisfied with the response they received from the police – a reduction on the 2011 result. The Force's user satisfaction surveys indicate a stable trajectory over the last year for victims of ASB incidents in the City however there remains evidence of possible deterioration in the County¹³.

In contrast to some of the positive changes seen over the last year the Respect for Nottingham 2012 Survey highlights some areas of concern. Of these, there has been a fall in the proportion of City respondents who agree that 'the Police and Local Council are dealing with the ASB and crime issues that matter in this area' - from 63 to 57 percent. Further analysis suggests that residents who do not agree with this statement are more likely to see 'gangs' and 'drugs' as issues locally.

Where ASB victims in Nottinghamshire are surveyed in relation to satisfaction with the service they have received from the police, they are similarly asked '...it is the responsibility of the police and local council working in partnership to deal with anti-social behaviour and crime in your area. Please say how much you agree or disagree...'. The latest satisfaction data shows that 62.7 percent¹⁴ agree, which is broadly in line with the position a year ago and there is a stable long-term trend. While this measure of confidence for ASB victims is not directly comparable with either the CSEW or Respect figures, it does provide encouraging local context.

¹³ User Satisfaction Surveys conducted by Nottinghamshire Police for victims of ASB incidents. The latest satisfaction data covers incidents reported in the 12 months to the end of November 2013, and is compared with incidents reported in the 12 months to the end of November 2012.

¹⁴ The question was introduced into survey interviews from June 2010 (April 2010 incidents) and replicates the question wording used in the Crime Survey for England and Wales. It should be noted that the survey results are not directly comparable as the CSEW. Respect for Nottingham and User Satisfaction Surveys cover differing time periods and use different survey methodologies, sampling frames, context of survey and question ordering etc. The latest satisfaction data covers incidents reported in the 12 months to the end of November 2013, and is compared with incidents reported in the 12 months to the end of November 2012. It should be noted that ASB surveys are not a Home Office statutory requirement and therefore there is no comparative peer force data.

Actions

Current Actions

A Public Engagement Strategy 2013-2018 has been developed within the strategic framework set by both the Police and Crime Commissioner (PCC) and the Force to deliver increased and more meaningful public engagement activity throughout Nottingham and Nottinghamshire. The aims of the strategy are to contribute positively to the Force's and PCC's policing priorities, and enhance the public's perception of Nottinghamshire Police by:

- Providing opportunities for all sections of the public to engage with, influence and find out more about policing in Nottingham and Nottinghamshire; and
- Encouraging the public and all key stakeholders, including partners, to work increasingly collaboratively with the force and contribute positively to its priorities.

In delivering the strategy, and the specific tactical plans that support it, a range of direct and indirect, one and two-way communications channels are available for use. These include, but are not limited to:

- Face to face, including events;
- Telephony;
- Email and letter;
- Posters, leaflets, flyers;
- Traditional media (print, broadcast and online);
- Social and digital media including: websites; Twitter; Facebook; YouTube;
- Marketing materials (including merchandising); and

Surveys (face to face, telephone and online)

The new Nottinghamshire Police website, a key component in delivering the engagement strategy, has been launched. It has been completely rebuilt to improve the user's browsing experience, increase accessibility, bring multimedia content to the audience and enhance two-way communication with the public.

Current Actions

A new risk assessment process for anti-social behaviour and hate crime was launched in August 2013. The new assessment form, which has been developed with partners, gives a numerical assessment of risk, making it easier for the police and partners to compare one assessment with another. It enables identification as to whether the level of risk is falling or increasing over time, enabling decisions to be made on how to proceed with cases based on evidence, rather than solely on the professional judgement of a supervisor.

Nottinghamshire Police has also commenced a project to evaluate Case Management systems that can be accessed by both police and partner agencies to allow a full partnership approach to the management of vulnerable and repeat ASB victims, thereby further reducing risk to vulnerable persons.

A new Stop and Search mobile data application has been introduced that allows stop and searches to be recorded by officers at the point of engagement. This replaces the previous paper-based process. Details of the encounter are captured together with GPS co-ordinates of the location to allow mapping of stop and search activity. Neighbourhood teams will then be able to present data at community engagement meetings to aid public understanding.

A Volunteer Police Cadets Scheme has been launched. The aim is to increase greater engagement between the force and young people aged between 16 and 18, especially those from minority, under represented and deprived sections of the community.

Appendix C

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

Measure Repeat Victims by Offence Type

	Total Repeat Volume		Year-to-date performance		Target Position		
	2013/14	2012/13	Volume Change	Percentage Change	Current Target	Difference from Target	Percentage Difference from Target
City	3,036	3,131	-95	-3.0%	2,974	62	2.0%
County	3,745	4,410	-665	-15.1%	4,190	-445	-11.9%
Force	6,781	7,541	-760	-10.1%	7,164	-383	-5.6%

	Domestic Violence		Year-to-date performance		Target Position		
	2013/14	2012/13	Volume Change	Percentage Change	Current Target	Difference from Target	Percentage Difference from Target
City	666	569	97	17.0%	541	125	18.8%
County	895	868	27	3.1%	825	70	7.8%
Force	1561	1437	124	8.6%	1365	196	12.6%

	Hate Crime		Year-to-date performance		Target Position		
	2013/14	2012/13	Volume Change	Percentage Change	Current Target	Difference from Target	Percentage Difference from Target
City	27	13	14	107.7%	12	15	55.6%
County	21	24	-3	-12.5%	23	-2	-9.5%
Force	48	37	11	29.7%	35	13	27.1%

	ASB		Year-to-date performance		Target Position		
	2013/14	2012/13	Volume Change	Percentage Change	Current Target	Difference from Target	Percentage Difference from Target
City	2343	2549	-206	-8.1%	2422	-79	-3.4%
County	2829	3518	-689	-19.6%	3342	-513	-18.1%
Force	5172	6067	-895	-14.8%	5764	-592	-11.4%

Appendix D								
Strategic Priority	Theme 3 – Focus on those local areas that are most affected by Crime and Anti-Social Behaviour							
Measure	<i>All Crime Breakdown by Offence Type</i>							
	Year-to-date performance				Month-to-date performance			
	2013/14	2012/13	Volume Change	Percentage Change	January 2014	January 2013	Volume Change	Percentage Change
All Crime	57,258	56,820	438	0.8%	5,492	5,402	90	1.7%
Violent Crime	14,459	13,923	536	3.8%	1,345	1,363	-18	-1.3%
VAP	12,637	12,294	343	2.8%	1,165	1,172	-7	-0.6%
VAP with injury	6,831	5,471	1,360	24.9%	653	553	100	18.1%
VAP without injury	5,806	6,823	-1,017	-14.9%	512	619	-107	-17.3%
Sexual Offences	927	840	87	10.4%	81	97	-16	-16.5%
Burglary Dwelling	3,835	3,356	479	14.3%	440	401	39	9.7%
Robbery	895	789	106	13.4%	99	94	5	5.3%
Vehicle Crime	5,479	5,600	-121	-2.2%	628	507	121	23.9%
Theft of Motor Vehicle	1,186	1,110	76	6.8%	113	102	11	10.8%
Theft from Motor Vehicle	4,293	4,490	-197	-4.4%	515	405	110	27.2%
Burglary Other	3,696	3,756	-60	-1.6%	343	329	14	4.3%
Theft and Handling	17,298	16,252	1,046	6.4%	1,473	1,480	-7	-0.5%
Fraud and Forgery	74	1,087	-1,013	-93.2%	7	82	-75	-91.5%
Criminal Damage	8,502	8,997	-495	-5.5%	803	857	-54	-6.3%
Drug Offences	3,039	3,132	-93	-3.0%	350	321	29	9.0%
Other Offences	876	717	159	22.2%	103	62	41	66.1%

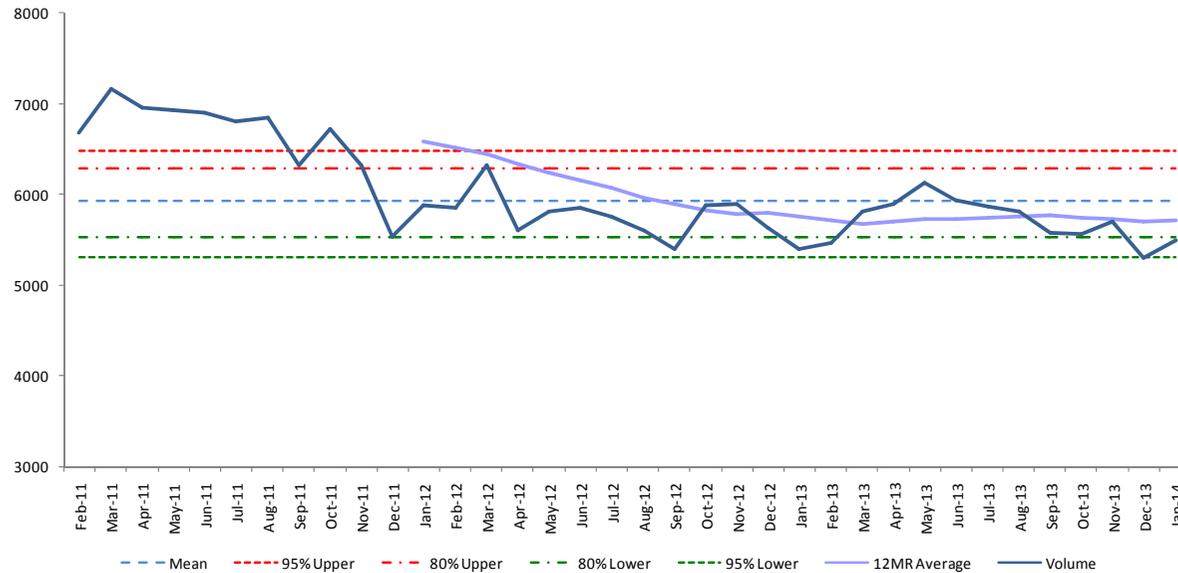
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Appendix E												
Strategic Priority	Theme 3 – Focus on those local areas that are most affected by Crime and Anti-Social Behaviour											
Measure	All Crime Breakdown by Area											
	Year-to-date performance				Target Position				Month-to-date performance			
	2013/14	2012/13	Volume Change	Percentage Change	Current Target	Difference from Target	Percentage Difference from Target	January 2014	January 2013	Volume Change	Percentage Change	
Force	57,258	56,820	438	0.8%	51,138	6,120	10.7%	5,492	5,402	90	1.7%	
City	25,148	25,201	-53	-0.2%	22,681	2,467	9.8%	2,406	2,414	-8	-0.3%	
County	32,110	31,619	491	1.6%	28,457	3,653	11.4%	3,086	2,988	98	3.3%	
Ashfield/Mansfield	11,292	10,848	444	4.1%	9,763	1,529	13.5%	1,043	1,053	-10	-0.9%	
Ashfield	5,669	5,567	102	1.8%	5,010	659	11.6%	465	543	-78	-14.4%	
Mansfield	5,623	5,281	342	6.5%	4,753	870	15.5%	578	510	68	13.3%	
Bassetlaw/N & S	10,121	9,945	176	1.8%	8,951	1,171	11.6%	1,009	934	75	8.0%	
Bassetlaw	5,808	5,648	160	2.8%	5,083	725	12.5%	567	524	43	8.2%	
Newark & Sherwood	4,313	4,297	16	0.4%	3,867	446	10.3%	442	410	32	7.8%	
South Nottinghamshire	10,697	10,826	-129	-1.2%	9,743	954	8.9%	1,034	1,001	33	3.3%	
Broxtowe	3,978	3,864	114	3.0%	3,478	500	12.6%	403	369	34	9.2%	
Gedling	3,943	4,037	-94	-2.3%	3,633	310	7.9%	340	377	-37	-9.8%	
Rushcliffe	2,776	2,925	-149	-5.1%	2,633	144	5.2%	291	255	36	14.1%	
City	25,148	25,201	-53	-0.2%	22,681	2,467	9.8%	2,406	2,414	-8	-0.3%	
City Central	6,888	6,380	508	8.0%	5,742	1,146	16.6%	690	638	52	8.2%	
City North	7,213	7,217	-4	-0.1%	6,495	718	10.0%	693	697	-4	-0.6%	
City South	4,945	5,014	-69	-1.4%	4,513	432	8.7%	486	497	-11	-2.2%	
City Centre	6,102	6,590	-488	-7.4%	5,931	171	2.8%	537	582	-45	-7.7%	

Appendix F											
Strategic Priority	Theme 3 – Focus on those local areas that are most affected by Crime and Anti-Social Behaviour										
Measure	All Crime Breakdown Priority Areas										
Partnership Plus Area	Year-to-date performance				Target Position			Month-to-date performance			
	2013/14	2012/13	Volume Change	Percentage Change	Current Stretch Target	Difference from Stretch Target	Percentage Difference from Stretch Target	January 2014	January 2013	Volume Change	Percentage Change
Arboretum	1,244	1,109	135	12.2%	843	401	32.2%	136	131	5	3.8%
Aspley	1,305	1,449	-144	-9.9%	1101	204	15.6%	108	123	-15	-12.2%
Bridge	733	842	-109	-12.9%	640	93	12.7%	79	83	-4	-4.8%
Bulwell	1,593	1,604	-11	-0.7%	1219	374	23.5%	164	167	-3	-1.8%
St Anns	1,043	939	104	11.1%	714	329	31.5%	102	103	-1	-1.0%
Carr Bank	255	253	2	0.8%	207	48	18.8%	17	29	-12	-41.4%
Portland	726	658	68	10.3%	540	186	25.6%	78	65	13	20.0%
Woodlands	735	651	84	12.9%	534	201	27.3%	79	62	17	27.4%
Hucknall Central	307	372	-65	-17.5%	305	2	0.7%	30	38	-8	-21.1%
Hucknall East	555	426	129	30.3%	349	206	37.1%	43	56	-13	-23.2%
Kirkby East	486	502	-16	-3.2%	412	74	15.2%	41	53	-12	-22.6%
Sutton Central/East	919	875	44	5.0%	718	201	21.9%	74	82	-8	-9.8%
Castle/Magnus	1,086	1,104	-18	-1.6%	927	159	14.6%	110	117	-7	-6.0%
Worksop	2,150	2,048	102	5.0%	1720	430	20.0%	196	219	-23	-10.5%
Eastwood South	613	450	163	36.2%	369	244	39.8%	57	40	17	42.5%
Netherfield And Colwick	476	523	-47	-9.0%	429	47	9.9%	41	42	-1	-2.4%

Appendix G

Strategic Priority	Theme 3 – Focus on those local areas that are most affected by Crime and Anti-Social Behaviour
Measure	Total Number of Offences
Target	<i>To reduce by 10% in 2013/14</i>



Year-to-date performance:	Increase of 0.8% or 438 offences (April – January 2014 compared to April – January 2013)
Month-to-date performance:	Increase of 1.7% or 90 offences in the month of January
Target performance:	Current performance is 10.7% or 6,120 offences over target

Insight

Following a number of successive monthly reductions in All Crime, the Force recorded an increase in volume in the month of January when compared to last January; however the increase was only slight (at less than two percent) and has not impacted on the overall year-to-date position. The Force continues to record a similar volume of offences to last year, with a current year-to-date increase of 0.8% (438 offences). The target reduction of 10% has not been achieved and it is no longer possible for this target to be met at the end of the year, however forecast figures suggest that the Force can expect to end the 2013/14 performance year with fewer crimes than in 2012/13.

Violence Against the Person (VAP), Theft & Handling and Burglary Dwelling continue to drive the increase in All Crime, with only the Criminal Damage and Vehicle Crime groups recording reductions year-to-date.

Improvements in VAP performance noted in the previous report continue this month, with a reduction in volume in the month of January compared to January 2013. This has been driven by the City (in particular City Centre), while the County experienced an increase in VAP this month. The City Centre has seen notably strong reductions in VAP volume this year, with the current year-to-date reduction at 6.0% (79 fewer offences). A number of successful operations have supported this reduction; most recently, Operation Promote, which ran over a number of weekends during November and December. The aim of the operation was reduce violent offences by restricting the supply of cocaine and other stimulants, which have been shown to have an impact on violent offending, particularly when combined with alcohol. Results analysis reveals that VAP offences reduced by almost a quarter during the operation, when compared to the equivalent periods of last year. It is further noted that this was in spite of an increased footfall in the City Centre of more than ten percent at this time¹⁵.

Although the Force continues to focus efforts on tackling Burglary Dwelling, an increase in offences was recorded in the month of January, with both the City and the County experiencing an increase on December volume. On the City, all areas with the exception of City North are recording an increase in offences year-to-date. City South is responsible for the largest proportion of the increase this year, with this area also experiencing an increase in the month of January. All County district areas are recording increases year-to-date, with the largest on Ashfield (+41.8% or 112 crimes), however it should be noted that the Ashfield area is showing signs of a turnaround in performance over the last two months, with volume falling dramatically in the months of December and January. This recent improvement is attributed to the proactive work of Operation Permute on Ashfield South, while Ashfield North have remanded three prolific burglary offenders who are believed to be responsible for a large number of offences in the area.

¹⁵ Results analysis conducted by the City Crime and Drugs Partnership. Please contact the report author for more details

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Theft & Handling offences account for almost a third of the Force's total crime and therefore performance in this area can have a noticeable effect on the overall All Crime picture. Positively, Theft & Handling volume decreased in the month of January compared to last January and examination of trends over time reveal that volume has been decreasing more or less consistently month on month since a peak in offences in May 2013. Strong reductions in theft of mobile phone offences have been recorded this year (-12.0% or 326 offences), particularly on the City. In contrast to this, the Force continues to record a year-to-date increase in Shoplifting offences, and although a slight reduction was seen in January, this was not sufficient to influence the long-term trend.

The City continue to record a decrease in All Crime volume (-0.2% or 53 offences), having recorded a slight reduction in offences in the month of January compared to last January. The County are currently recording a year-to-date increase in offences (+1.6% or 491 offences), and should performance continue at its current rate then the County may end the performance year with an increase on 2012/13.

The reduction on the City is driven by performance on City Centre, with City South and North also recording fewer offences this year compared to last. All three areas also recorded reductions in the month of January when compared to January 2013. City Central is currently recording a slight increase in offences, driven by sizeable increases in Violent Crime (VAP, Robbery and Sexual Offences), with the Forest Recreation Ground beat experiencing a high level of offences.

South Nottinghamshire is the only County operational area currently recording a reduction year-to-date. Ashfield & Mansfield is recording the largest percentage increase, and although Ashfield recorded a reduction in offences in the month of January, both Ashfield and Mansfield districts recorded increases year-to-date. Bassetlaw, Newark & Sherwood is recording a slight increase year-to-date, with both districts recording year-to-date and month-to-date increases in All Crime.

Performance in the priority areas¹⁶ is mixed. While some are maintaining a year-to-date reduction in All Crime, the majority are experiencing a rise resulting in an increase for the priority areas as a whole. On the County the majority of partnership plus areas are experiencing a year-to-date increase. Hucknall Central is one of four County areas to be recording a decrease in All Crime this year, with a reduction of 17.5% (65 offences). Three other County areas (Kirkby East, Castle/Magnus, Netherfield & Colwick) are recording smaller decreases, however this remains positive in light of the current Force-level increase in All Crime. On the City both Aspley and Bridge continue to perform strongly, with each recording reductions year-to-date and in the month of January.

¹⁶ Within the Force area are a number of specific local areas which are known to experience high volumes of Crime and Anti-Social Behaviour. These 'priority areas' have been identified through a strategic assessment process carried out by the Safer Nottinghamshire Board (SNB) on the County, and the Nottingham Crime and Disorder Partnership (CDP) on the City, and all have been set 'stretch' targets for reducing All Crime this year. These localised areas have a direct effect on performance for the Force, as between them they account for almost a quarter of the Force's All Crime volume to date this year. The target reduction for the City priority areas is 24%, for Ashfield/Mansfield and South Nottinghamshire is 18% and for Bassetlaw/Newark and Sherwood is 16%. For more detail on the priority areas please contact the report author.

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Although the Force saw a slight increase in All crime in the month of January, the long-term performance picture remains relatively unchanged from last month, with the Force currently recording a similar number of offences when compared to last year. There is evidence to suggest that a focus on the priority crime types of Violence Against the Person and Burglary Dwelling has yielded success, with planned activity driving down offences in the City Centre and Ashfield. Forecast figures suggest that the Force can expect to end the performance year with less crime than in 2012/13, and it is suggested that the Focus remain on the priority crime types and priority areas in order to ensure that this year-end reduction is achieved.

Actions

Crime Type	Location	Current Actions
All Crime	County	The County's Partnership Plus Areas are subject to costed delivery plans which are funded through the Safer Nottinghamshire Board. These plans are monitored and delivered through the Community Safety Partnerships for each of the County Operational Areas. The Partnership Plus areas are subject to an inflated All Crime reduction target of 18% (16% in Bassetlaw/Newark & Sherwood) due to the increased funding available to these areas to tackle Crime and Anti-Social Behaviour.
All Crime	City	The City's Priority Wards are monitored through the City Crime and Disorder Partnership and are subject to additional activity in order to tackle the high volume issues in these areas.
VAP	Hotspot areas	A micro-beat technique is being used to identify sub-beat level areas within hotspot locations for VAP offences, such as those areas in town and city centres where violence offences are likely to occur. It is intended that this technique will allow officers to prevent or diffuse potentially violent situations before they can escalate.
VAP	Force-wide	Directed activity to target Violent Crime (particularly VAP) continues to be managed through the Force Violence gold group.
VAP	City	Operation Promote has now concluded on the City Centre. This operation aimed to reduce VAP offences where drugs such as cocaine are a contributory factor. Results analysis covering the period that the operation ran reveals a notable reduction in VAP offences, and a number of persons were arrested and referred to the Criminal Justice Intervention Team (CJIT) in relation to drugs offences over this time.
Theft and Handling	City	Operation Dormice continues to run in the City. This operation is working to reduce shop thefts in the top retail premises by identifying and managing prolific offenders through the Integrated Offender Management team. The operation has also been extended to West Bassetlaw in response to high numbers of shoplifting offences this year.

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Crime Type	Location	Current Actions
Theft and Handling	Force	Operation Chasible continues to run on both City and County, in tandem with Operation Dormice. This is an ongoing operation to tackle shop theft in those retail premises with the highest levels of shoplifting. The operation involves liaising with retail premises to introduce a prevent and deter strategy, and introducing specific action plans for each affected store. CCTV and undercover officers are also being utilised in hotspot locations.
Theft and Handling	City	Ongoing engagement between the licensing team and the City's licensed premises in order to reduce theft from person offences in nightclubs and bars, particularly of mobile phones. This includes the use of ID scanners in the City's licensed premises, which was initially piloted in Rock City.
Burglary Dwelling	Force-wide	The Force Burglary Gold group continues to manage Burglary activity in Force.
Burglary Dwelling	Force	Preliminary results analysis from Operation Graduate (a City operation to tackle student-victim crime) has now been completed. The analysis suggests that the Operation has shown a high degree of success in reducing Serious Acquisitive Crime in the identified student-populated microbeats. The operation will continue to run in order to prevent further offences during the current student term.

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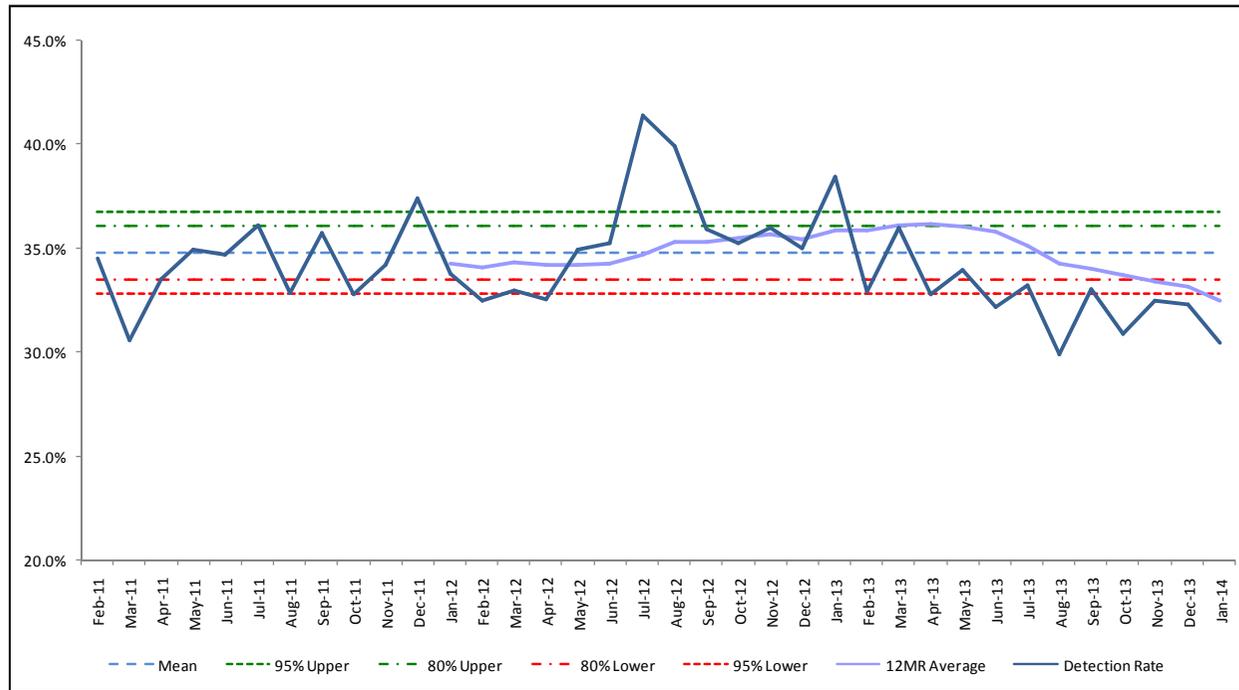
Appendix H											
Strategic Priority	Theme 3 – Focus on those local areas that are most affected by Crime and Anti-Social Behaviour										
Measure	Anti-Social Behaviour Breakdown by Area										
Partnership Plus Area	Year-to-date performance				Target Position			Month-to-date performance			
	2013/14	2012/13	Volume Change	Percentage Change	Current Target (Force)	Difference from Force Target	Percentage Difference from Force Target	January 2014	January 2013	Volume Change	Percentage Change
Arboretum	843	803	40	5.0%	739	104	12.3%	843	803	40	5.0%
Aspley	772	846	-74	-8.7%	778	-6	-0.8%	772	846	-74	-8.7%
Bridge	438	500	-62	-12.4%	460	-22	-5.0%	438	500	-62	-12.4%
Bulwell	916	1,060	-144	-13.6%	975	-59	-6.4%	916	1,060	-144	-13.6%
St Anns	870	882	-12	-1.4%	811	59	6.8%	870	882	-12	-1.4%
Carr Bank	186	219	-33	-15.1%	201	-15	-8.1%	186	219	-33	-15.1%
Portland	303	440	-137	-31.1%	405	-102	-33.7%	303	440	-137	-31.1%
Woodlands	268	283	-15	-5.3%	260	8	3.0%	268	283	-15	-5.3%
Hucknall Central	200	237	-37	-15.6%	218	-18	-9.0%	200	237	-37	-15.6%
Hucknall East	347	371	-24	-6.5%	341	6	1.7%	347	371	-24	-6.5%
Kirkby East	245	269	-24	-8.9%	247	-2	-0.8%	245	269	-24	-8.9%
Sutton Central/East	487	606	-119	-19.6%	558	-71	-14.6%	487	606	-119	-19.6%
Castle/Magnus	643	698	-55	-7.9%	642	1	0.2%	643	698	-55	-7.9%
Worksop	1,042	1,216	-174	-14.3%	1119	-77	-7.4%	1,042	1,216	-174	-14.3%
Eastwood South	316	285	31	10.9%	262	54	17.1%	316	285	31	10.9%
Netherfield And Colwick	161	254	-93	-36.6%	234	-73	-45.3%	161	254	-93	-36.6%

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Appendix I											
Strategic Priority	Theme 3 – Focus on those local areas that are most affected by Crime and Anti-Social Behaviour										
Measure	Anti-Social Behaviour Breakdown – Priority Areas										
Partnership Plus Area	Year-to-date performance				Target Position			Month-to-date performance			
	2013/14	2012/13	Volume Change	Percentage Change	Current Target (Force)	Difference from Force Target	Percentage Difference from Force Target	January 2014	January 2013	Volume Change	Percentage Change
Arboretum	843	803	40	5.0%	739	104	12.3%	843	803	40	5.0%
Aspley	772	846	-74	-8.7%	778	-6	-0.8%	772	846	-74	-8.7%
Bridge	438	500	-62	-12.4%	460	-22	-5.0%	438	500	-62	-12.4%
Bulwell	916	1,060	-144	-13.6%	975	-59	-6.4%	916	1,060	-144	-13.6%
St Anns	870	882	-12	-1.4%	811	59	6.8%	186	219	-33	-15.1%
Carr Bank	186	219	-33	-15.1%	201	-15	-8.1%	643	698	-55	-7.9%
Portland	303	440	-137	-31.1%	405	-102	-33.7%	316	285	31	10.9%
Woodlands	268	283	-15	-5.3%	260	8	3.0%	200	237	-37	-15.6%
Hucknall Central	200	237	-37	-15.6%	218	-18	-9.0%	347	371	-24	-6.5%
Hucknall East	347	371	-24	-6.5%	341	6	1.7%	245	269	-24	-8.9%
Kirkby East	245	269	-24	-8.9%	247	-2	-0.8%	161	254	-93	-36.6%
Sutton Central/East	487	606	-119	-19.6%	558	-71	-14.6%	303	440	-137	-31.1%
Castle/Magnus	643	698	-55	-7.9%	642	1	0.2%	487	606	-119	-19.6%
Worksop	1,042	1,216	-174	-14.3%	1119	-77	-7.4%	268	283	-15	-5.3%
Eastwood South	316	285	31	10.9%	262	54	17.1%	1,042	1,216	-174	-14.3%
Netherfield And Colwick	161	254	-93	-36.6%	234	-73	-45.3%	870	882	-12	-1.4%

Appendix J

Strategic Priority	Theme 3 – Focus on those local areas that are most affected by Crime and Anti-Social Behaviour
Measure	Detection Rate including Positive Outcomes
Target	Achieve a rate of 37%



Year-to-date performance:	Detection rate of 31.8% , a reduction of 4.6 percentage points compared to last year-to-date
Month-to-date performance:	Detection rate of 28.0% , a reduction of 10.0 percentage points compared to January 2013
Target performance:	Year-to-date the Force is 5.2 percentage points (pp) away from its target of 37.0%

Insight

The Force is currently recording a detection rate of 31.8% year-to-date, a 4.6 percentage point (pp) drop compared to same period of last year and 5.2pp below the Police & Crime Plan target. Despite the low rate, the Force has around 296 offences which are still 'Awaiting Detection Approval'¹⁷. Once these are finalised the Force detection rate for the year so far will rise to 32.3%, still a considerable distance away from target. Reviewing detection performance as a whole, the Force has recorded a reduction in detection volume of 7.8% or 1,389 less detections than last year, and this is compared to an increase in overall offence volume of 0.8% (440 more offences than last year).

In terms of detection rates, the Force is recording reductions in all offence types year-to-date compared with last year. Robbery, Burglary Dwelling and Vehicle Crime offences are all recording drops in detection rate, with the former two offence groups also recording increases in offence volume over the same period. The drop off in detection rates for Burglary Dwelling and Vehicle Crime has been linked to the Forces overall drop in TIC¹⁸ volume. VAP with injury offences have recorded a notable increase in detection volume this year, however a corresponding increase in offence volume has resulted in a drop in detection rate of 3.8% compared to last year.

In terms of the method of positive outcomes used to detect crime, there continues to be uplift in the number of offences where a Community Resolution has been used. Year-to-date, Community Resolutions account for 17.6% of all detected crime, whereas during the comparative period last year the equivalent figure was 15.3%. As Community Resolutions are often used as an alternative to Cautions, a subsequent reduction in the proportion of Cautions issued can be seen over the same period (-3.5pp). The proportion of detections recorded as a Charge / Summons has seen a slight increase in proportion being recorded compared to last year, with over half of all detections detected using this method. There also remains a clear drop off in the number of TICs with 56.7% (606) fewer recorded by the Force compared to last year.

Force level Outcome Breakdown:

YTD Apr-Jan For All Crime	2012/13	% Prop. of Total	2013/14	% Prop. of Total
Cautions	4,973	24.0%	3,876	20.5%
Charge / summons	9,796	47.3%	9,956	52.8%
Community Resolution	3,162	15.3%	3,330	17.6%
Other	1,215	5.9%	1,042	5.5%
Penalty Notice for Disorder	456	2.2%	159	0.8%
TICs not previously recorded	44	0.2%	26	0.1%
TICs previously recorded	1,070	5.2%	482	2.6%

¹⁷ Offences awaiting paperwork to be completed and scanned on to the Forces Crime Recording System

¹⁸ TIC is a disposal method used where offenders admit to committing other offences that are suitable to be Taken into Consideration (TIC) along side the offence(s) for which they are being investigated.

Restricted

Divisional level Outcome Breakdown:

YTD Apr-Jan For All Crime	City				County			
	2012/13	% Prop. of Total	2013/14	% Prop. of Total	2012/13	% Prop. of Total	2013/14	% Prop. of Total
Cautions	1,999	21.8%	1,626	19.4%	2,974	25.8%	2,250	21.5%
Charge / summons	4,573	49.8%	4,523	53.9%	5,223	45.3%	5,433	51.8%
Community Resolution	1,562	17.0%	1,553	18.5%	1,600	13.9%	1,777	17.0%
Other	651	7.1%	506	6.0%	564	4.9%	536	5.1%
Penalty Notice for Disorder	193	2.1%	73	0.9%	263	2.3%	86	0.8%
TICs not previously recorded	5	0.1%	0		39	0.3%	26	0.2%
TICs previously recorded	202	2.2%	107	1.3%	868	7.5%	375	3.6%

Reviewing performance for both the City and County divisions, year-to-date both divisions are recording similar year-to-date detection rates (32.3% and 31.4%) and both have recorded reductions compared to the previous year (City -4.2pp, County -4.9pp). For the month of January, both divisions have again recorded similar detection rates (City 27.1%, County 28.6%) with both divisions recording a drop in rate of around 10pp compared to the same month last year.

Examining the use of Community Resolution by offence type, proportions remain high for: Shoplifting (34.2% of all Community Resolutions), VAP without injury (16.6%), VAP with injury (16.4%) and Criminal Damage (15.4%). These proportions are broadly similar to those recorded last year and last month except for Shoplifting which has seen a 10.4pp increase in the proportion of Community Resolutions used compared to the same period last year.

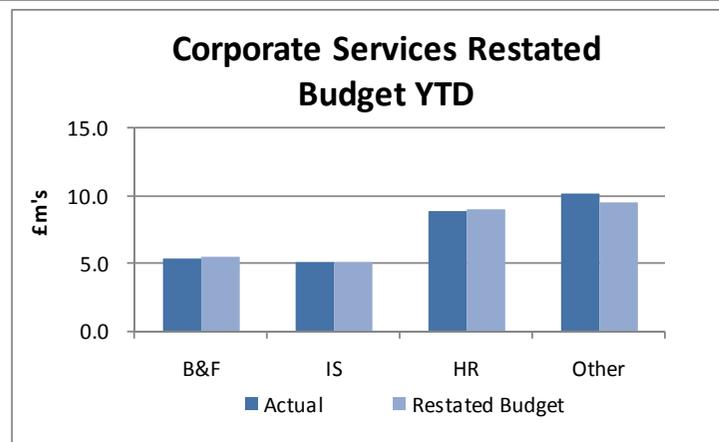
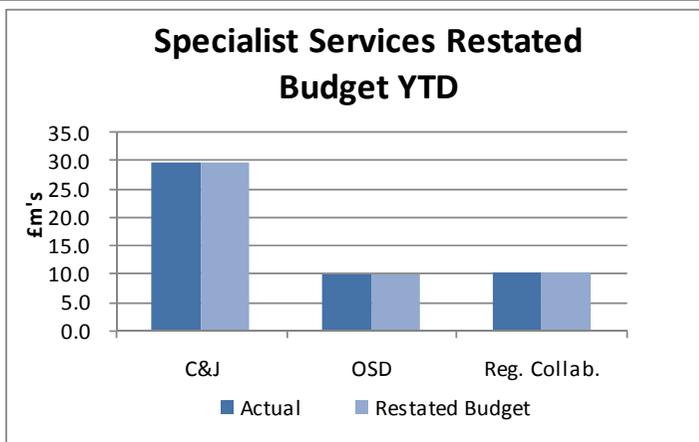
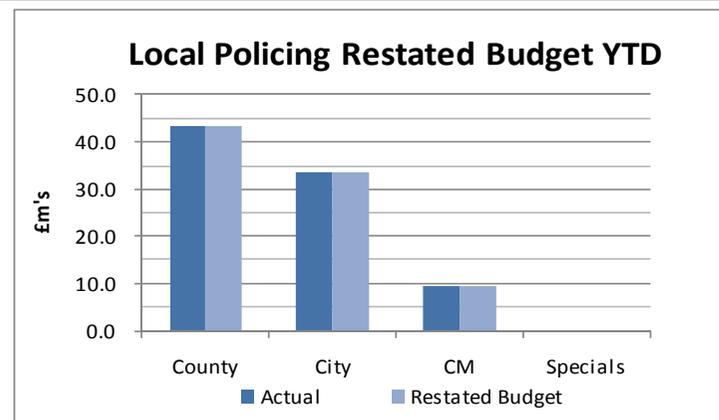
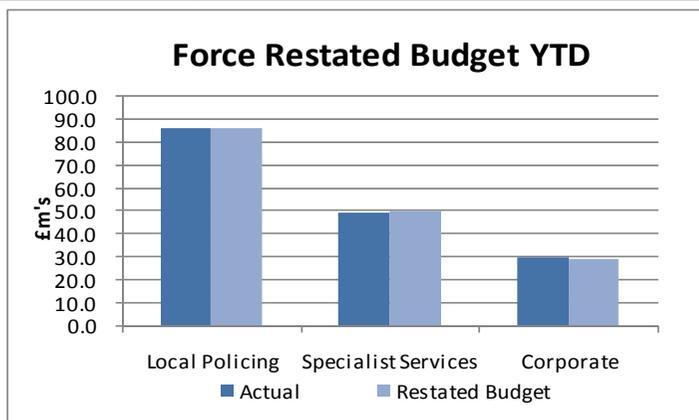
The overall year-to-date detection rate for the Force is considerably lower than the current target of 37%. Year-to-date detection rates throughout the year have remained static at around the 33% mark. This performance is particularly troubling when combined with the overall increase in offence volume the Force has recorded over the same period. The drop in detection volume appears to be predominately driven by a large drop in the volume of TIC disposals, across both City and County. This is likely to have been partially driven by external forces and the Force will require a significant increase in the volume of detections it achieves in the remainder of the year in order to stand a chance of meeting target.

Actions

Crime Type	Location	Current Actions
Sanction Detections	Force-wide	The Force will continue to use Converter Teams to maximise detection opportunities, with a review process undertaken to ensure that the resources put into the programme are equal to the benefits received.
Sanction Detections	Force-wide	A Review of Converter Teams has now been completed and recommendations put forward to senior management for consideration. As a result of this review the South Nottinghamshire and City converter teams have been merged into one team in order to effectively tackle Burglary offending in Force.
Community Resolution Disposals	Force-Wide	The Force continues to promote the use of Community Resolution disposals where appropriate and all officers are currently offered the opportunity to attend a workshop which provides information and guidance on the use of Community Resolution as a method of detection.
Detections	Force-Wide	Under the Improving Investigations project, all Force detectives will be required to attend an Investigators Conference in order to learn new techniques and share examples of best practice.

Appendix K

Strategic Priority	<i>Theme 7 – Spending Your Money Wisely</i>
Measure	Comparison of projected spend against actual spend by Force and Portfolio areas
Restated Budget	£198.600m



Year-to-date performance:	Actual spend of £166.325m against a restated budget of £166.249m.
Month-to-date performance:	Actual spend of £16.802m against a restated budget of £16.726m.

Restricted

Target performance:	Full year restated budget of £198.600m.
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Insight

The full year net revenue budget for 2013-14 is £196.998m. During December the Quarter Three forecast was undertaken which resulted in an agreed restated full year budget of £198.600m, which was an increase on the Quarter Two forecast of £0.225m.

Actual net expenditure for the ten months to January 2014 was £166.325m against a restated budget of £166.249m. The resulting position against the restated budget was an over spend of £0.077m.

After adjusting for a number of one-off benefits in January the underlying over spend year to date is £0.422m. These one-off benefits were officer savings £0.126m; release of training accrual £0.080m; IS transformation £0.040m; and partnership funding £0.089m.

The budgetary challenge to date totals £0.800m which has been allocated to miscellaneous expenses, although actual savings will be recorded across all lines of expenditure. Therefore savings that have been achieved across individual lines of expenditure need to be offset against this budgetary challenge. The restated budget included a budgetary challenge of £3.017m for the full year, split £0.800m in January and February and £1.417m in March.

Police pay and allowances expenditure was £86.423m year to date. This represented a £0.154m under spend against the restated budget. The under spend is largely down to the transfer of £0.091m officer costs from force budget to seconded within EMSOU (this includes a backdated element therefore the additional saving in February and March will be lower), as well as the timing of new recruits starting in January. The forecast assumes they would start at the beginning of the month whereas they actually started mid month saving £0.035m. There has also been a small saving on pensions of £0.018m where some new officers have opted not to join the scheme at present. During January 16 new recruits and 11 transferees started, which was 2 less transferees than forecasted. To date there are 141 new officers (83 new recruits and 58 transferees) which is 15 more than the originally agreed budgeted recruitment profile of 126 (95 new recruits and 31 transferees). However this increase is due to the opening establishment being lower than expected and the additional officers being necessary to achieve the workforce plan. The restated budget assumes a further 32 new officers split equally between February to March, compared to 31 in the budget.

Police officer overtime expenditure was £3.870m year to date. This represented a £0.047m under spend against the restated budget. This variance was mainly in City, combined with a general reduction in overtime charged in the month across all areas. This was largely demand led, but also benefitted from a delay in running some specific projects scheduled for January until February and March. December was the first month we have seen the impact of officers electing to move their Bank Holidays entitlement under the Winsor reforms. Currently the numbers included for overtime worked over the Christmas and New Year period are a best estimate based on rostering information and the system used to record and authorise overtime. Additional payments to officers working over the Christmas and New Year period are currently being

Restricted

processed by the payroll and overtime teams with the majority of the amounts owing being paid to officers in February. This will give us a clearer picture as to the true cost of the Winsor reforms.

Police staff pay and allowances expenditure was £41.009m year to date. This represented a £0.091m under spend against the restated budget. The majority of the variance is due to a number of vacancies in Contact Management £0.071m. The restated budget assumed a number of vacancies would be recruited reaching full establishment by the end of March. Work continues with Adecco to resolve the issue of disputed agency invoices.

Police staff overtime expenditure was £0.665m year to date. This represented a £0.010m over spend against the restated budget. This over spend is largely to cover staff vacancies.

Transport costs were £4.707m year to date. This represented a £0.028m under spend against the restated budget. This under spend was due to savings on petrol and diesel where the actual cost per litre was below the forecasted rate, and the pence per mile charge due to lower mileage in the month compared to forecast.

More detailed analysis is contained in the Revenue Budget Management Report 2013-14: Year to January 2014 report.

For Information	
Public	
Report to:	Strategic Resources & Performance
Date of Meeting:	19th March 2014
Report of:	Business & Finance
Report Author:	David Machin
E-mail:	david.machin10991@nottinghamshire.pnn.police.uk
Other Contacts:	Paul Steeples
Agenda Item:	13

Revenue Budget Management Report 2013-14: Year to January 2014

1. Purpose of the Report

- 1.1 The purpose of the report is to provide an update on the financial position against the 2013-14 Quarter Two Restated budget for the year to January 2014.

2. Recommendations

- 2.1 That the report is noted.

3. Reasons for Recommendations

- 3.1 The Chief Officer Team and the Officer of the PCC needs to ensure it understands the Force's budgetary position throughout the year.

4. Summary of Key Points

- 4.1 The full year net revenue budget for 2013-14 is £196.998m. During December the Quarter Three forecast was undertaken which resulted in an agreed restated full year budget of £198.600m, which was an increase on the Quarter Two forecast of £0.225m.

Actual net expenditure for the ten months to January 2014 was £166.325m against a restated budget of £166.249m. The resulting position against the restated budget was an over spend of £0.077m.

The overspend was mainly due to the £0.800m efficiency challenge. Good progress was made during the month against the budget challenge, however the force benefitted from a number of one-off benefits, namely officer savings £0.126m (see note 4.2); release of training accrual £0.080m (see note 4.6); IS transformation £0.040m (see notes 4.11 and 4.14); and partnership funding £0.089m (see note 4.14). The underlying overspend is therefore £0.422m.

The efficiency target to date totals £0.800m which has been allocated to Miscellaneous expenses (see note 4.10), although actual savings will be recorded across all lines of expenditure. Therefore savings that have been achieved across individual lines of expenditure need to be offset against this efficiency target. The restated budget included an efficiency target of £3.017m for the full year, split £0.800m in January and February and £1.417m in March.

This report gives consideration to the significant variances against the restated budget and Appendix 1 sets out the position in detail.

- 4.2 Police pay and allowances expenditure was £86.423m year to date. This represented a £0.154m under spend against the restated budget. The under spend is largely down to new recruits starting in January. The forecast assumes they would start at the beginning of the month whereas they actually started mid month saving £0.035m and the transfer of officer costs to EMSOU and seconded officers £0.091m. There has been small savings on pensions £0.018m where some new officers have opted not to join the scheme at present. During January 16 new recruits and 11 transfers started, which was 2 less transferees than forecasted. To date there are 141 new officers (83 new recruits and 58 transferees) which is 15 more than the agreed budgeted recruitment profile of 126 (95 new recruits and 31 transferees). However this increase is due to the opening establishment being lower than expected and the additional officers being necessary to achieve the workforce plan. The restated budget assumes a further 32 new officers split equally between February to March, compared to 31 in the budget.
- 4.3 Police officer overtime expenditure was £3.870m year to date. This represented a £0.047m under spend against the restated budget. This variance was mainly in City, combined with a general reduction in overtime charged in the month across all areas. December was the first month we have seen the impact of officers electing to move their Bank Holidays entitlement under the Winsor reforms. Currently the numbers included for overtime worked over the Christmas and New Year period are a best estimate based on rostering information and the system used to record and authorise overtime. Additional payments to officers working over the Christmas and New Year period are currently being processed by the payroll and overtime teams with the majority of the amounts owing being paid to officers in February. This will give us a clearer picture as to the true cost of the Winsor reforms.
- 4.4 Police staff pay and allowances expenditure was £41.009m year to date. This represented a £0.091m under spend against the restated budget. The majority of the variance is due to a number of vacancies in Contact Management £0.071m. The restated budget assumed a number of vacancies would be recruited reaching full establishment by the end of March. Work continues with Adecco to resolve the issue of disputed agency invoices.

- 4.5 Police staff overtime expenditure was £0.665m year to date. This represented a £0.010m over spend against the restated budget. This over spend is largely to cover staff vacancies.
- 4.6 Other employee expenses were £0.936m year to date. This represented a £0.074m under spend against the restated budget. This under spend was due to the release of a training accrual £0.080m which was no longer required based on details provided by Training. This has been offset against the efficiency target in miscellaneous expenses (see note 4.10).
- 4.7 Transport costs were £4.707m year to date. This represented a £0.028m under spend against the restated budget. This under spend was due to savings on petrol and diesel where the actual cost per litre was below the forecasted and the pence per mile charge due to lower mileage in the month compared to forecast.
- 4.8 Equipment, furniture and materials costs were £0.657m year to date. This represented a £0.031m over spend against the restated budget. The main areas of overspend are Crime & Justice £0.015m due to Pre Crime unit and the purchase of GPS tracking units. The over spend in OSD £0.009m is due to firearms equipment. This leaves only £0.029m to spend to meet the revised target. Urgent management action is required to keep this discretionary spend on target.
- 4.9 Comms & computing costs were £4.987m year to date. This represented a £0.024m under spend against the restated budget. The under spend was largely due to savings on airwave, both rental and maintenance, and release of an accrual for Livescan based on information provided by the Home Office.
- 4.10 Miscellaneous costs were £2.116m year to date. This represented a £0.830m over spend against the restated budget. The over spend was largely due to the efficiency target of £0.800m for January, however it is expected that savings across other lines of expenditure would be used to offset this challenge. The balance of the over spend occurred on victim/witness alarms, informant expenses, and health and safety. The restated budget included an efficiency target of £3.017m for the full year.
- 4.11 Supplies and services costs were £3.109m year to date. This represented a £0.041m over spend against the restated budget. The over spend was largely due to the Deloitte charge in the Office of PCC £0.148m which has been offset by a release from reserves (see note 4.14). This has been partly offset by the release of a legal fees accrual for Eversheds £0.105m no longer required in Procurement relating to IS Transformation. An element of this release has been passed back to regional partners (see note 4.14).
- 4.12 Pension costs (injury awards and medical retirement) were £3.744m year to date. This represented a £0.076m under spend against the restated budget. Typically when an employee is accepted for medical retirement a one-off payment of around £0.075m is paid as the employer's contribution to pension scheme. At the 31st March 2013 we were aware of 9 employees who had

requested medical retirement and a provision was made against these claims based on the likelihood of a claim being granted. Further to the end of the year another 21 claims have been advised and provided for. Of these 30 cases, 6 have been declined, 15 are ongoing and 9 have been paid at a cash cost to the force of £0.698m. During January we received notification an officer previously treated as a medically retired had actually resigned due to a ongoing medical condition.

- 4.13 Special services income was £0.356m year to date. This represents £0.028m additional income to restated budget. This is due to a number of additional football fixtures.
- 4.14 Other income was £4.627m year to date. This represents £0.274m additional income to the restated budget. This is due to a number of one off factors including a release of a grant in the Office of the PCC to offset cost incurred years to date £0.089m; mutual aid income £0.071m; contribution from reserves to offset the charge from Deloitte (see note 4.11); and recovery of uninsured losses £0.015m. This was partly offset by the refund to regional partners for the release of a legal fees accrual £0.068m for Eversheds which was no longer required in Procurement relating to IS Transformation (see note 4.11).
- 4.15 Externally Funded projects have a budgeted income of £5.330m for the full year. During December the Quarter Three forecast was undertaken which resulted in an agreed restated full year budget of £6.185m. The £0.854m increase from the budget is largely due to OSD £1.226m relating largely to Speed Camera projects for overtime and purchase of new speed cameras; County £0.074m across several projects; and Contact Management £0.019m. This has been partly offset by City £0.220m and Crime & Justice £0.254m where several projects have been transferred to Derbyshire under a regional agreement. Appendix 2 shows the detail of the combined income and expenditure for these projects.

Expenditure was £4.478m year to date, this represented a £0.032m under spend against the restated budget.

Income received was £4.478m year to date, which represented £0.031m more income to the restated budget. This was in OSD due to the Speed Camera projects and Crime & Justice largely in the NPIA SPOC training. Due to a change in accounting policy relating to income brought forward from prior years, currently we are showing a shortfall of £0.056m. This is not a risk to the year end and ongoing will be reviewed quarterly with a contribution from reserves being made to close the difference.

The main projects managed by the Force are:

- Speed Cameras - revenue comes from the Nottingham City and County Council, the Highways Agency, NDROS and AA Drivetech.
- SPOC Training – income generated from NPIA training courses.

- POCA Incentivisation - can be used “to further drive up performance on asset recovery and, where appropriate, to fund local crime preventing priorities for the benefit of the community”.
- Homicide Working Group – funding originated from the The Mayor’s Office for Policing and Crime (MOPC) which replaced the Metropolitan Police Authority.
- Offender Health Project - this is a fund (received in March 2013) from the Department of Health to assist with the transfer of commissioning of healthcare in custody suites to the NHS.
- Business Crime - this is from the Chamber of Commerce to fund the Business Crime Hub, based in the Chamber of Commerce offices.
- Community Neighbourhood Protection Service (CNPS) - this is a fund from Nottingham City Council to fund 22 police officers, 1 staff FTE, and 15 police vehicles to support Community Protection.

5. Financial Implications and Budget Provision

5.1 As explained in the body of the report.

6. Human Resources Implications

6.1 Not applicable.

7. Equality Implications

7.1 Not applicable.

8. Risk Management

8.1 As explained in the body of the report.

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

9.1 The report demonstrates good financial management and governance.

10. Changes in Legislation or other Legal Considerations

10.1 Not applicable.

11. Details of outcome of consultation

11.1 Not applicable.

12. Appendices

- 12.1 Appendix 1 - Business & Finance Jan 2014
- Appendix 2 - Business & Finance Jan 2014 Externally Funded

Appendix 1: Period 10 Year to Date Expenditure Against Budget

January 2014		 NOTTINGHAMSHIRE POLICE PROUD TO SERVE				
Total Force						
	Full year	Full year	Year to Date			
	Agreed Budget £m	Restated Budget £m	Restated Budget £m	Actual £m	Variance £m	Note
Police pay & allowances	104.562	104.381	86.577	86.423	(0.154)	4.2
Police overtime	3.286	4.464	3.917	3.870	(0.047)	4.3
Police staff pay & allowances	49.852	49.854	41.100	41.009	(0.091)	4.4
Police staff overtime	0.533	0.723	0.655	0.665	0.010	4.5
Other employee expenses	1.193	1.158	1.010	0.936	(0.074)	4.6
Total pay & allowances	159.427	160.581	133.259	132.903	(0.356)	
Other operating expenses						
Premises running costs	5.885	6.609	5.652	5.651	(0.001)	
Transport allowances	0.763	0.734	0.598	0.583	(0.015)	
Transport costs	5.064	5.637	4.735	4.707	(0.028)	4.7
Equipment, furniture & materials	0.407	0.686	0.626	0.657	0.031	4.8
Expenses	0.109	0.174	0.148	0.146	(0.002)	
Clothing, uniform & laundry	0.520	0.655	0.507	0.502	(0.006)	
Printing & stationery	0.446	0.523	0.426	0.421	(0.005)	
Comms & computing	5.994	6.042	5.011	4.987	(0.024)	4.9
Miscellaneous expenses	1.580	(0.528)	1.287	2.116	0.830	4.10
Supplies & services	2.961	3.843	3.068	3.109	0.041	4.11
Collaboration contributions	6.189	6.806	5.399	5.398	(0.001)	
Partnership contributions	0.412	0.481	0.348	0.355	0.007	
Community safety grant	3.500	3.613	2.783	2.783	-	
Agency/contract services	0.741	0.775	0.643	0.642	(0.002)	
Pensions	3.338	4.376	3.820	3.744	(0.076)	4.12
Capital financing	3.758	3.365	2.771	2.771	-	
Joint authorities	0.678	0.296	0.284	0.284	-	
	42.345	44.090	38.107	38.856	0.749	
Total expenditure	201.772	204.671	171.366	171.759	0.393	
Other						
Special services	(0.433)	(0.366)	(0.328)	(0.356)	(0.028)	4.13
Fees, report & charges	(0.351)	(0.351)	(0.296)	(0.305)	(0.009)	
Other operating income	(0.190)	(0.174)	(0.140)	(0.145)	(0.005)	
Income	(3.800)	(5.179)	(4.353)	(4.627)	(0.274)	4.14
	(4.774)	(6.071)	(5.117)	(5.434)	(0.316)	
	196.998	198.600	166.249	166.325	0.077	

Appendix 2: Period 10 Year to Date Expenditure Against Budget

January 2014
External Funded



	Full year	Full year	Year to Date		
	Agreed Budget £m	Restated Budget £m	Restated Budget £m	Actual £m	Variance £m
Police pay & allowances	2.146	1.785	1.481	1.457	(0.024)
Police overtime	0.264	0.437	0.428	0.413	(0.015)
Police staff pay & allowances	1.622	1.573	1.302	1.316	0.014
Police staff overtime	0.021	0.030	0.029	0.032	0.003
Other employee expenses	0.035	0.033	0.030	0.029	(0.001)
Total pay & allowances	4.088	3.859	3.271	3.247	(0.024)
Other operating expenses					
Premises running costs	0.258	0.241	0.209	0.210	0.001
Transport allowances	0.008	0.010	0.009	0.009	0.000
Transport costs	0.210	0.145	0.132	0.131	(0.002)
Equipment, furniture & materials	0.080	1.014	0.084	0.081	(0.003)
Expenses	0.011	0.039	0.038	0.043	0.005
Clothing, uniform & laundry	0.006	0.006	0.006	0.006	0.000
Printing & stationery	0.017	0.021	0.018	0.017	(0.001)
Comms & computing	0.200	0.332	0.286	0.287	0.001
Miscellaneous expenses	0.100	0.180	0.148	0.126	(0.022)
Supplies & services	0.198	0.173	0.172	0.173	0.002
Collaboration contributions	-	-	-	-	-
Partnership contributions	-	-	-	-	-
Community safety grant	-	-	-	-	-
Agency/contract services	0.154	0.159	0.131	0.141	0.010
Pensions	-	-	-	-	-
Capital financing	-	-	-	-	-
Joint authorities	-	0.006	0.006	0.007	0.001
	1.243	2.326	1.239	1.231	(0.008)
Total expenditure	5.330	6.185	4.510	4.478	(0.032)
Other					
Special services	-	-	-	-	-
Fees, report & charges	-	-	-	-	-
Other operating income	-	-	-	-	-
Income	(5.330)	(6.185)	(4.380)	(4.404)	(0.024)
	(5.330)	(6.185)	(4.380)	(4.404)	(0.024)
	-	-	0.130	0.074	(0.056)

For information	
Public	
Report to:	Strategic Resources & Performance Meeting
Date of Meeting:	19th March 2014
Report of:	Paul Steeples
Report Author:	Pam Taylor
E-mail:	pamela.taylor@nottinghamshire.pnn.police.uk
Other Contacts:	Amanda Harlow
Agenda Item:	14

Period 10 Capital Monitoring and Forecast Report 2013-2014

1. Purpose of the Report

- 1.1 To provide information on the actual expenditure against the 2013-2014 Capital Programme to the end of January 2014. Information is also provided on the anticipated expenditure for the final 2 periods of the year, and on any updates on the progress of schemes. This report is an update on Quarter 2 information and will be formally presented to the PCC.

2. Recommendations

- 2.1 That the Period 10 forecast of £7.485m is approved.(Para 4.2)
- 2.2 That the virement between projects is approved. (Para 4.7)

3. Reasons for Recommendations

- 3.1 To provide an update on this major area of expenditure as required by Financial Regulations.

4. Summary of Key Points

- 4.1 There are four main areas to the Capital Programme:
- Estates Projects controlled by Tim Wendels, Head of Estates and Facilities Management.
 - Information Services Projects controlled by Christi Carson, Head of Information Services.
 - Other Projects - Policing, which have managers from across the Force
 - Other Projects – Wider PCC Remit, which are controlled by the PCC

4.2 The additional schemes included within the Quarter 2 forecast report totalling £1.055m in 2013-2014, were all approved by the PCC and are included within Appendix 1 but shown as an overspend as there was no original budget. The Period 10 forecast comprises the following movements;

	£m
Original Programme approved by the PCC	7.856
Slippage approved to be carried forward from 2012-2013	3.770
Original Budget	11.626
New schemes approved during the year	4.105
Additional expenditure on schemes	0.781
Net savings on schemes	-1.877
Slippage expected to be carried forward to 2014-2015	-6.900
Appendix 1 Forecast	7.735
Additional Slippage Risk	-0.250
Period 10 Forecast	7.485

4.3 Expenditure in Period 10 on all schemes was £0.290m. The cumulative expenditure is detailed by scheme in Appendix 1 and summarised in the following table:

	Budget for Year	Forecast Quarter 2	Forecast Period 10	Actual spend to Period 10	Budget Remaining
	£m	£m	£m	£m	£m
Estates	5.067	2.433	1.079	0.616	0.463
I & S	5.851	4.423	3.599	1.779	1.820
Other - Policing	0.708	2.971	2.907	2.411	0.496
Other – Wider PCC	0	0.150	0.150	0	0.150
Total (Appendix 1)	11.626	9.977	7.735	4.806	2.929
Potential Estates Slippage (4.5)	0	-0.800	0	0	0
Potential IS Slippage (4.5)	0	-1.000	-0.250	0	-0.250
Total Forecast	11.626	8.177	7.485	4.806	2.679

4.4 Budget managers have identified schemes where expenditure is likely to slip into 2014-2015. £6.900m of slippage is currently projected. This is an increase of £2.456m from the £4.444m estimated at Quarter 2. More information is contained in the following table;

Slippage Analysis	£m	
Opening forecast	-4.444	Total slippage identified at Q2
Additional slippage estimated since Q2		
Bunkered Fuel Tank Works	-0.050	Fuel card transaction cost increases have impacted on project so project delayed until decision is finalised.
CCTV (Non Custody)	-0.051	Insufficient resources due to other project priorities.
Custody Improvements	-0.127	High value tender has been received and is subject to renegotiation
Demolition of huts	-0.139	Currently being used for displaced staff during creation of agile working spaces.
Energy initiatives	-0.509	Delays due to new Government initiatives due to be announced.
FHQ Kennels	-0.090	Scheme under review by consultants.
FHQ Agile working spaces	-0.236	Unable to complete from the point project approved.
Flat Roofs Replacement	-0.100	Awaiting other contractors to leave site (FHQ)
Gilead Street	-0.225	Moved to a future year to form part of the 4 year Estates review
Shared Services	-0.232	Project under review by PCC.
Crime Recording (A & E)	-0.054	This particular element is reliant on a pending regional decision
Mobile Data Incident Update	-0.075	Potential change in platform required.
Mobile Data Managed Crime & Risk Forms	-0.093	Potential change in platform required.
Mobile Data Remote Working	-0.127	Delayed by negotiations with Vodafone
Mobile Date HO Crash	-0.170	Pending change to national system in 2014-2015.
Mobile Device Pilot	-0.100	Currently being re-evaluated.
Regional ANPR	-0.100	Awaiting regional decision.
Regional Desktop - Email	-0.075	Awaiting regional decision.
Regional LAN Desk Merger	-0.085	Awaiting regional decision.
Windows 7	-0.500	Interactions with other systems is causing delays
Other minor items	-0.167	Under £0.050m

Projects Accelerated since Q2		
Regional Project Storage	0.125	Regional Decision.
Storage solutions	0.100	Project progressing ahead of schedule
Projects where slippage reversed due to being replaced with a new business case		
Eastwood Police Station	0.249	Previous slippage reversed and scheme cancelled (para 4.6)
Retford New build	0.375	
Slippage	-6.900	Appendix 1
Potential for additional IS slippage	-0.250	Para 4.5
Total slippage anticipated	-7.150	Forecast Period 10

4.5 There are several Information Services projects which are reliant upon regional collaboration decisions and also estate review decisions. By the complex nature of capital projects it is always likely that even well managed schemes will have some delays. Although the majority of information for the year is now known there still remains an element of uncertainty. Therefore the expected slippage included within the forecast has been increased by £0.250m to take account of these issues to make it more realistic.

4.6 Further net savings of £0.551m have accrued since Q2

Scheme	Reason	£m
Net savings accrued at Q2		
Flat Roof Replacement	Not required due to property disposal	-0.044
Retford New Build	Deleted due to revised scheme in future	-0.400
Eastwood Replacement	Deleted due to revised scheme in future	-0.249
HR Regional Transaction	Nottinghamshire have withdrawn	-0.178
Mobile Data – Remote Working	Major addition approved to existing scheme	0.250
CRMS	Major addition approved to existing scheme	0.040
Collaboration Facility	Actual cost – scheme added during negotiation	0.069
Minor items under £0.025m		-0.039
		-0.551

4.7 Virements have been made since Q2 as follows. The 2 virements over £0.100m need formal approval by the PCC;

Scheme	Reason	£m
Essential Equipment Renewal	The windows upgrade scheme would not operate on some of the existing equipment	0.145
Windows Upgrade		-0.145
Demolition of The Huts	The generic budget for Estates Review has been specifically allocated.	0.139
Estates Review		-0.139
Firing Range Upgrade	The generic budget for Sundry Minor & Emergency has been specifically allocated to address Health and Safety issues.	0.007
Bridewell Panic Alarm		0.026
Sundry Minor and Emergency		-0.033

4.8 Other risks to the programme have been identified as follows;

- Collaboration agreements may lead to capital commitments and no inclusion is made for agreements not yet made.

4.9 No new schemes to be added to the capital programme have been identified since Q2.

5. Financial Implications and Budget Provision

5.1 The financing of the Capital Programme has a direct effect on the future year's revenue costs both in terms of MRP charge and borrowing costs.

6. Human Resources Implications

6.1 None known.

7. Equality Implications

7.1 None known.

8. Risk Management

8.1 None known.

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

9.1 The Business Case approval for individual projects are linked to Police and Crime Plan Priorities.

10. Changes in Legislation or other Legal Considerations

10.1 Not Applicable

11. Details of outcome of consultation

11.1 Not Applicable

12. Appendices

12.1 Appendix 1 - Capital Forecast Period 10 2013-2014.

Appendix 1
Capital Monitoring Period 10
2013-2014

	Original	Quarter 2	Period 10	Virements	Period 10	Period 10	Period 10	Budget	Feb	Mar	Total
	budget for	Forecast	Slippage	since Q2	Under(-)	Forecast	Spend to	Remaining	£000	£000	£000
	year	£000	Estimate	£000	/Over	£000	Date	£000	£000	£000	£000
Estates Projects											
A & E Storage Boxes	0	23				23	23	0			0
Access Control Improvement Works	400	20	-7			13		13	13		13
Bircotes Information Centre	0	10	-9			1	1	0			0
Bridewell Car Park	25	0				0		0			0
Bridewell Panic Alarm System				26		26		26	26		26
Bridewell Water Tank	0	15			-3	12	12	0			0
Broxtowe Refurbishment	239	39	-39			0		0			0
Bunkered Fuel Tank Works	150	50	-50			0		0			0
CCTV (Non Custody)	158	158	-51			107	84	23	7	16	23
Central New Build	20	20	-20			0		0			0
Custody Improvements	441	241	-127			114	29	85		85	85
Demolition of Huts			-139	139		0		0			0
Eastwood Police Station Replacement	249	0	249		-249	0		0			0
Energy Initiatives	872	556	-509			47	37	10	5	5	10
Estates Review	250	150		-139		11		11		11	11
FHQ Conference Facilities			-10		10	0		0			0
FHQ Kennels	400	100	-90			10		10		10	10
FHQ Open Plan Offices			-236		350	114	4	110	50	60	110
Firing Range Upgrade	41	55		7	1	63	63	0			0
Flat Roofs Replacement	170	144	-100		-44	0		0			0
HQ Fire Precautions Upgrade	4	4			-3	1	1	0			0
Hucknall Flat Roof	0	26				26	26	0			0
Hucknall Kitchen & Rest Room	0	10			-10	0		0			0
Hucknall Window Replacement	355	2				2	2	0			0
Mansfield Server Room		25				25	1	24		24	24
Modular Build Selston Golf Course	0	25				25		25		25	25
Northern Property Store	24	11			-6	5	5	0			0
Ollerton Police Station Refurb'	89	89				89	50	39	39		39
PCC Accomodation	150	150				150	83	67	67		67
Purchase of Gilead Street			-225		225	0		0			0
PV Panels	94	47				47	47	0			0
R22 Gas Replacement	29	16				16	16	0			0
Retford New Build	400	25	375		-400	0		0			0
Shared Services	347	347	-232		1	116	116	0			0
Sherwood Lodge Refurbishment	4	4				4	4	0			0
Southern Control Room Upgrade	6	6	-4			2	2	0			0
Sundry Minor & Emergency Works	150	53		-33		20		20		20	20
West Bridgford Car Wash		12			-2	10	10	0			0
Estates Projects	5,067	2,433	-1,224	0	-130	1,079	616	463	168	295	463

**Appendix 1
Capital Monitoring Period 10
2013-2014**

	Original budget for year	Quarter 2 Forecast	Period 10 Slippage Estimate	Virements since Q2	Period 10 Under(-) /Over spend	Period 10 Forecast	Period 10 Spend to Date	Budget Remaining	Feb	Mar	Total
	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
ICT Projects											
Cont' Essential Hardware Refresh	350	350				350	195	155	43	112	155
Control Room PC's Upgrade	100	100				100	92	8	8		8
Crime Recording (CRMS)	92	92	-54		40	78	38	40		40	40
Criminal Justice	248	248				248	210	38		38	38
Desktop Virtualisation	300	0				0		0			0
Efinancials Upgrade	40	49	-18			31	15	16	14	2	16
Essential Equipment Renewal	250	250		145		395	190	205	28	177	205
Follow Me Printing	190	190				190	10	180	180		180
Imps' to Digital Investigation Storage	300	0				0		0			0
Inphase Performance Management	0	25				25	25	0			0
Local Perimeter Security Upgrade	50	50				50		50		50	50
Local Printing Reduction	82	82	-20			62	55	7	4	3	7
Memex Upgrade	234	117			-20	97	64	33		33	33
Migrate to PSN	50	50	-40			10		10		10	10
Mobile ANPR for Fleet	22	44				44	22	22	17	5	22
Mobile Data Changes & enhancements	50	50				50	8	42	21	21	42
Mobile Data HO Pentip & Crash	211	211	-170			41		41		41	41
Mobile Data Incident Update	150	75	-75			0		0			0
Mobile Data Managed Crime & Risk Forms	93	93	-93			0		0			0
Mobile Data Remote Working	289	284	-127		250	407	362	45	15	30	45
Mobile Data Stop & Search	33	38				38	26	12		12	12
Mobile Device Pilot			-100		135	35		35		35	35
Network Equipment Renewal					2	2	2	0			0
Regional ANPR Solution for the East Midlands	100	100	-100			0		0			0
Regional Desktop - Email	150	75	-75			0		0			0
Regional ICT Applications	78	78				78	25	53	53		53
Regional Image Management System		150				150	58	92	92		92
Regional LAN Desk Merger	350	175	-85			90		90	90		90
Regional Project Storage	250	125	125			250		250		250	250
Server Virtualisation	0	1				1	1	0			0
SSL Gateway - Increase Capacity	30	30				30	19	11	11		11
Storage Area Network Upgrade	28	28			-1	27	27	0			0
Storage Solutions	200	100	100			200	113	87	72	15	87
Telephony Project	1,450	250				250	19	231		231	231
Video Conference Refresh	81	76			2	78	78	0			0
Windows Upgrade		837	-500	-145		192	125	67	30	37	67
ICT Projects	5,851	4,423	-1,232	0	408	3,599	1,779	1,820	678	1,142	1,820

**Appendix 1
Capital Monitoring Period 10
2013-2014**

	Original budget for year	Quarter 2 Forecast	Period 10 Slippage Estimate	Virements since Q2	Period 10 Under(-) /Over spend	Period 10 Forecast	Period 10 Spend to Date	Budget Remaining	Feb	Mar	Total
	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
Other Projects											
Artemis Fleet Management	435	543				543	227	316	158	158	316
Body armour	50	50				50		50		50	50
Contract Management System	46	46				46	13	33	33		33
Crime Tracker					45	45	32	13	6	7	13
East Midlands Collaboration - Accomodation		2,000			69	2,069	2,069	0			0
Equipment Contingency	30	7				7		7		7	7
HR Regional Transaction Services		178			-178	0		0			0
Non-driver slot vehicles	105	105				105	70	35		35	35
Safes & Ballistic Boxes	42	42				42		42		42	42
Other Projects PCC Led											
Share of Nottm City Council Forest Sport Zone		150				150		150		150	150
Other Projects	708	3,121	0	0	-64	3,057	2,411	646	197	449	646
Total Approved Programme	11,626	9,977	-2,456	0	214	7,735	4,806	2,929	1,043	1,886	2,929

For Consideration	
Public/Non Public	Public
Report to:	Strategic Resources & Performance
Date of Meeting:	19 March 2014
Report of:	The Chief Executive
Report Author:	Sara Allmond
E-mail:	sara.allmond@nottsc.gov.uk
Other Contacts:	
Agenda Item:	15

WORK PLAN AND MEETING SCHEDULE

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 Meeting Work Programme

	<u>ITEM</u>	<u>FREQUENCY</u>	<u>LEAD OFFICER</u>
	<u>Wed 14th May 2014 – 10.30am</u>		
1.	Topic based presentation		
2.	Chief Constable's Update Report	Every other meeting	Force
3.	(29) Report on the Treasury Out-turn	Annually	OPCC CFO
4.	(30) Treasury Update report to show compliance with the Treasury Management Strategy	Annually	OPCC CFO
5.	(31) Compliance Assurance Report	Annually	OPCC CFO
6.	(32) Insurance Tender Process Reports	Annually	OPCC CFO
7.	(33) Insurance Provision Reports	Annually	OPCC CFO
8.	(38) Yearly Update of Police and Crime Plan, linked to Annual Statement	Annually	OPCC
	Standard items:-		
	Performance Scorecard – Executive Summary	Every meeting	Force
	(15) Updates on Medium Term Financial Plan	Every meeting	
	(18) Revenue Budget Monitoring and Forecast (summarising approved virements)	Every meeting	Force CFO
	(19) Capital Budget Monitoring and Forecast (summarising approved virements)	Every meeting	Force CFO
	<u>Wed 16th July 2014 – 10.30am</u>		
1.	Topic based presentation		
2.	(37) Performance of the last years Policing Plan against the Police and Crime Plan	Annually	Force
3.	(52) Engagement and Consultation monitoring, analysis and reporting	Annually	OPCC & Force
4.	(66) Management Information Reports on contracts, assurance to relevant policy agreements	Annually	OPCC & Force CFOs
5.	(67) Public Protection and Safeguarding reports	6 monthly	OPCC & Force
6.	(38) Q1 Police and Crime Plan Update	Quarterly	OPCC

	<u>ITEM</u>	<u>FREQUENCY</u>	<u>LEAD OFFICER</u>
	Standard items:-		
	Performance Scorecard – Executive Summary	Every meeting	Force
	(15) Updates on Medium Term Financial Plan	Every meeting	
	(18) Revenue Budget Monitoring and Forecast (summarising approved virements)	Every meeting	Force CFO
	(19) Capital Budget Monitoring and Forecast (summarising approved virements)	Every meeting	Force CFO