

**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 3<sup>rd</sup> 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 3<sup>rd</sup> 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, 7<sup>th</sup> highest figure nationally. They have worked with 652 families. As of October 2013, 396 claims have been made for families who have improved, 9<sup>th</sup> highest nationally for progress to work and lead in East Midlands, 13<sup>th</sup> 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 31<sup>st</sup> 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