

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

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**MINUTES OF THE MEETING OF THE  
NOTTINGHAMSHIRE POLICE AND CRIME COMMISSIONER  
STRATEGIC RESOURCES AND PERFORMANCE MEETING  
HELD ON WEDNESDAY 14<sup>TH</sup> JANUARY 2015  
AT NEWSTEAD CENTRE, TILFORD ROAD, NEWSTEAD VILLAGE,  
NOTTINGHAM  
NG15 0BS  
COMMENCING AT 10.30 AM**

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**MEMBERSHIP**

(A – denotes absence)

- Paddy Tipping – Police and Crime Commissioner  
Chris Cutland – Deputy Police and Crime Commissioner  
Kevin Dennis – Chief Executive, OPCC  
A 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  
A Margaret Monckton – ACO Resources, Nottinghamshire Police

**OTHERS PRESENT**

- Pete Barker – Democratic Services, Notts. County Council  
Sallie Blair – Communications, OPCC  
Paul Burnett – Independent Chair of Nott'm City Safeguarding Children Board  
and Adults Safeguarding Board  
Yvonne Dales – Temp DCI, Nottinghamshire Police  
Chris Few – Chair of Nottinghamshire Safeguarding Board  
Melanie Jeffs – Nottingham Women's Centre  
Elouise Pitchford – Finance, OPCC

**PART A**

**SAFEGUARDING ANNUAL REPORTS PRESENTATIONS:**

1. a. Paul Burnett – Independent Chair of Nott'm City Safeguarding Children Board and Adults Safeguarding Board
- b. Chris Few – Chair of Nottinghamshire Safeguarding Board

Paul Burnett presented a paper on the 2013/14 Annual Report. In terms of Children's safeguarding there had been an OFSTED inspection. Overall the City Council and the Board required improvement but there was much positive feedback in terms of the membership, the operating strategy and the effectiveness of the support given to partners. There had been good press coverage on the subject of partnership working. There was room for improvement in terms of the robustness of the annual report and also the lack of reporting to the Scrutiny Committee. The new annual report would be amended to reflect this criticism and a report had now already been taken to the Scrutiny Committee.

There had been a significant increase in the number of children and young people accessing early help services compared to two years previously. These referrals were now coming from across the partnership, including from the health and voluntary sectors, whereas in the past nearly all of the referrals came from schools. The outcomes were positive with the caveat that there continued to be an increase in child protection, both those with plans and those taken into care. The theory was that there should be fewer children accessing these services if they have already been engaged at the early help stage. Those children aged over nine years of age tended not to access the early help service whereas those younger than nine did, but this was not having the effect of reducing the numbers accessing the care system later in life. Early help was not available for teenagers. It seemed that neglect and emotional health and well-being were not being picked up so work was being undertaken with health partners in the City and County to remedy this. Once the children were in care OFSTED said that a good quality service was being delivered though there were concerns raised about the consistency of practice and this was being looked at.

As the number of referrals, those in care and caseloads all continued to increase it was essential that these developments did not impact negatively on the quality of the service provided. There was no evidence that this was the case at the moment but the work area would be monitored.

OFSTED reported that engagement with children and young people was good on a strategic level but that those families actually using the service experienced weaknesses – the service provided could be inconsistent and there was a need to improve the quality.

In terms of adults, the number of safeguarding alerts which translated in to investigations continued to rise. There was concern that the number of referrals from care and nursing homes was far higher than the number of referrals coming from the public at large. This could be because there were more safeguarding risks in homes and / or because those in the community did not understand the system. The truth was probably a bit of both.

Some patterns were emerging. Incidents of financial abuse were increasing, both by family and through cold calling. Referrals from the community regarding neglect, both in terms of property and deteriorating appearance were also increasing. There had also been a very significant increase in the number of referrals concerning the deprivation of liberties of those suffering from mental capacity problems.

In summary the key issues for children included the high priority that continued to be given to child sexual exploitation (CSE). Domestic violence also remained a problem. OFSTED were very complimentary about the policies and procedures that were in place but it needed to be understood why there had been no decrease in incidents. The issue of children missing from school, home or care, was a continuing one and there was a link with CSE. A group investigating female genital mutilation (FGM) had recently been set up and the work needed to be aligned to the safeguarding boards in the City and County. Professionals working in this area needed to understand the issues involved and develop appropriate responses.

The key areas for adults included those around residential issues, the need to raise awareness in the community, the implications of the Care Act, and the issue of mental health including the implications of the Mental Capacity Act and the work around the deprivation of liberty.

Overall, it was important to ensure there were no gaps in the services provided and that duplication was avoided.

Chris Few confirmed that many of the issues he faced were the same. No OFSTED inspection had yet occurred but one was expected imminently. The arrangements for safeguarding children were considered appropriate. They were not perfect and there were gaps, but there was confidence that it was known where these gaps were and work in these areas had been prioritised. The major development in 2013/14 had been the implementation of a more robust and widespread audit programme. Many different areas had been examined and the programme was being used to drive through improvements with the knock-on effect that managers were also learning as a result.

The report contained three strategic priorities for the next two years. The first one concerned the use of resources in a time of austerity. There was a danger of losing sight of the long term view. In time it could lead to a situation where there would not be enough resources to deal with what comes through the door. Problems needed to be tackled at source, for example, the basic parenting support that was currently available, which should pay dividends in the long term. Secondly, children would feature in all future strategic plans to ensure their needs were not neglected. Thirdly, it was not enough that the safeguarding service was good but that it should be recognised by the public as such. If not there was a danger they would not engage with the services when they should. The current media focus on historical abuse and DSE meant it was essential that people did not think that the services being provided were poor – they were not.

More specifically, there was a danger in the Absent Classification in Missing Children Framework, that frequent absconders might get lost in the system and meaning that it would not be possible to recognise when they became increasingly at risk and when their problems with CSE or crime escalated.

In 2013/14 a large scale audit was carried out for the first time into the core work of the board and the safeguarding service. Significant gaps were found in the quality of the plans, in the engagement of some professions and with the engagement with families and young people. Significant work had now been carried out and a further

audit found that there had been improvement in some areas but that some of the plans were still a bit 'ragged.' Another audit would be undertaken in 9 months' time to see if all the gaps had been addressed and problems resolved.

A review in Nottinghamshire was taking place looking at the provision of emotional and mental health services for young people with the intention of re-commissioning in 18 months' time. At this time it was not known if the same provider would be awarded the contract. There was concern though that 18 months was a long time in a young person's life and we needed to make sure that support would be available in the interim as we did not want any children slipping through the net. There seemed to have been a loss of focus on the emotional health and neglect of children, probably because of the concentration by government and the media on CSE which had meant practitioners' minds had been on this subject. Next year's plan would have more focus on basic and low level influences which still had a significant impact on young people's lives.

Over the last 3 – 4 years the numbers of Looked After Children and the numbers of Child Protection Plans had been increasing, but this trend was coming to an end. The number of Looked After Children had plateaued and was expected to stay at the present level. The number of Child Protection Plans had actually gone down, though not hugely, but it was expected that the numbers would stabilise at a slightly lower level than at present. Some children were moving between having Child Protection Plans then accessing the Early Help service and back again over and over and it was not good practice that these children were on Plans purely in order that they could be monitored.

During discussions the following points were raised:

- The Commissioner asked about the relationship between Chairs and Partners. Chris Few confirmed that if he was doing his job properly partners could be upset, though it was nothing personal. Paul Burnett agreed and informed the panel of the use of a challenge log which had been in use for the past two years and which was evidenced both inside and outside the Board. Its use directly led to a redesign of the IT system following criticism of the data provided and the systems used in the CSE field. At the moment the media was focussing on what is going wrong and while mistakes were made there wasn't always recognition when things went well.
- The Commissioner asked if the Police's performance could improve. Chris gave the example of child protection conferences where improvements had been made but better engagement was still needed, sometimes the Police did not attend at all and a report was not always provided. Paul felt that the Police were very strong at a strategic level and at an operational level attendance was improving, the biggest problem was the quality of the information provided by front line officers when they made a referral. The information needed to allow the person receiving the referral to make the right decision when determining the intervention level. DCI Dales said that the Force were trying to do things differently. Pressure had been put on officers in the past to do the right things which had the effect in some cases of confusing the issues. So a 'back to basics' approach had now been adopted. In the case of Child

Protection Conferences the Force was trying to develop the use of dedicated individuals, not just officers, who would have the confidence to challenge in those Conferences.

- The problem of information/data sharing was discussed. Chris Few said the situation was far from ideal with requests for information being met with defensiveness, information should be shared unless there were good reasons not to. There was also the problem with the number of IT systems in use, Chris Few had seen colleagues sitting next to each other in the MASH, all logged on to different systems. Chris Cutland had also seen that different groups in the MASH were not even speaking to each other, there did seem to be a blockage that needed addressing as this was not the case when the MASH first opened. The fact that there was DART in the City and the MASH in the County made it difficult for organisations such as the Police to share information. The Commissioner asked how this could be overcome. The Chief Inspector said he was prepared to carry the risk if it meant that individuals would be more likely to share information, this might be difficult in the terms of the law, but the Chief was prepared to push the boundaries. There was also the problem of Health, where two parts of the same organisation had been known to threaten to sue each other. The Commissioner asked Chris Few and Paul Burnett to each write him a letter saying that improvements needed to be made in this area. Paul said that the protocols were in place the problem was one of implementation, a culture change was required.
- The Commissioner asked whether the location of all the Looked After Children in the City and the County was known. Paul Burnett was confident that the whereabouts of all of the children placed by the City Council was known. Some do go missing but the data showed that they were traced quickly. Paul shared his experience of the problem from his time in Leicestershire. There were a small number who repeatedly went missing and it was found that 85% of them were from the same children's home and were running away because of the way they were being treated in the home. It was important therefore to monitor children's homes to see who went missing regularly. The greater problem concerned children placed in the area by other authorities without informing Leicestershire. In such cases (there were 30 in the past 12 months) the Chief Executive of the authority concerned was written to and asked why this had happened. Chris thought this was not such a problem in Nottingham however as there were only a small number placed in the City by other authorities. Chris Few said the situation was similar in Nottinghamshire - Chris was confident that he knew where all of those children placed by Nottinghamshire were, but he was less certain about those placed by outside authorities, especially those with foster parents, although those placed in children's homes were easier to monitor.
- The Commissioner voiced his concerns about the Child and Adolescent Mental Health Services (CAMHS) being provided by the Notts Healthcare Trust and thought that the provider had too much influence in the commissioning of those services. Chris Few agreed that the Commissioner was right to be concerned and as mentioned earlier, the fact that the re-

commissioning was not due for another 18 months was a problem. An interim solution was required.

- The Commissioner spoke of the importance of preventative work but that in an age of austerity perhaps 'keeping the show on the road' was all that could be achieved. It was agreed that this type of work needed to be done but the importance of ensuring resources were being directed to the relevant areas was emphasised. As covered earlier in the meeting, although the City had protected the budget in the 'early help' area the numbers of children going into care continued to rise. Investment should not be reduced but the question needed to be asked about whether the right children were being targeted. There was a need to engage schools and those in early years settings to ensure this happened.

**SEXUAL EXPLOITATION – ABUSE NOT CHOICE:NCVS EVENT 12<sup>TH</sup>  
DECEMBER 2014, PRESENTATION BY MELANIE JEFFS, NOTTINGHAM  
WOMEN'S CENTRE**

Melanie Jeffs gave some background to the event which was led by the Women's Centre. Invitations were sent to Children's Services representatives in the city, to the force and to the NSPCC. The event was aimed at the voluntary sector and focussed on what happened now and started a conversation about what needed to happen. It did not focus on CSE exclusively but looked at the work undertaken with women who had experienced trauma. It concluded that there was a need to improve communication, not only between organisations but also into the community as a whole. There was an appetite for training with CSE being an area of concern as it was found people were not sure where incidents needed to be reported to.

There was a national CSE day in March and it was felt important that something high profile was organised. There were concerns expressed about the capacity to offer services at a time when demand for those services continued to grow. There was also the problem of getting into schools now that the system had become fragmented, for example with faith schools and academies, and also because parents had become disengaged from schools. The point was made at the event that no one knew everything and perhaps a directory or an on-line portal containing details of all services available would be useful. The next steps still needed to be decided upon and there would be another event held in February/March.

During discussions the following points were raised:

- Melanie had set up a working group and the Commissioner expressed his desire to put some resources into this, he also invited Melanie to talk to colleagues, including the Chief Constable and Kevin Dennis.

## **PART B**

### **APOLOGIES FOR ABSENCE**

An apology for absence was received from DCC Sue Fish.

### **DECLARATIONS OF INTEREST**

None

### **MINUTES OF THE PREVIOUS MEETING HELD ON 3 SEPTEMBER 2014**

Agreed

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

The Chief Constable introduced the report and remained convinced the Nottinghamshire Constabulary would be a force in the new parliament. There was a good leadership team in place and the operational team was very good too. The focus needed to be on the situation in five years' time when the Force would still be required to provide a good service with fewer resources. The necessity of switching resources would remain a challenge.

#### **RESOLVED 2014/044**

That the report be noted.

### **VERBAL UPDATE ON ASSESSMENT OF THE SETTLEMENT ANNOUNCEMENT COMPARED TO THE MEDIUM TERM FINANCIAL PLAN (MTFP)**

The Commissioner expressed his disappointment at the settlement, which would require a 5.1% reduction in spending in the next financial year.

#### **RESOLVED 2014/045**

That the update be noted.

### **NOTTINGHAMSHIRE POLICE AND CRIME NEEDS ASSESSMENT 2014-15**

Kevin Dennis presented the report and confirmed that seven objectives were current and remained live. Feedback had been received from stakeholders and as a result the language in the report would be changed.

#### **RESOLVED 2014/046**

That the report be noted.

## **POLICE AND CRIME PLAN (2015-17)**

Kevin Dennis introduced the report and informed colleagues that the Plan needed to be submitted by 21<sup>st</sup> January.

### **RESOLVED 2014/047**

That the draft report be noted.

## **PERFORMANCE AND INSIGHT REPORT**

The Commissioner confirmed that it would be unlikely that the Force would achieve the planned savings of £12.7m this financial year. The Chief Constable stated that the Force was likely to be within £1m of the savings target. The plan going forward was very strong and the team involved was very professional.

### **RESOLVED 2014/048**

That the report be noted.

## **FINANCE PERFORMANCE AND INSIGHT REPORT**

### **RESOLVED 2014/049**

That the report be noted.

## **PERIOD 8 CAPITAL MONITORING AND FORECAST REPORT 2014-2015**

### **RESOLVED 2014/050**

- 1) That the Period 8 forecast of £13.197m be approved for submission to the PCC for final approval.(Para 4.2)
- 2) That the virement between projects approved by the SRO be noted. (Para 4.6)
- 3) That the additional cost to the programme of £0.228m (Para 4.7) be approved.
- 4) That cumulative expenditure to P8 of £5.232m against the original budget of £15.598m 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.

During discussions the following topics for future reports were identified:

- Rural crime
- Internet-based offending



**RESOLVED 2014/051**

That the report be noted.

The meeting closed at 12.30 pm

CHAIR