STRATEGIC RESOURCES & PERFORMANCE MEETING

Wednesday 6 November 2019 at 11.15 am
Chappell Room, Gedling Borough Council Civic Centre
Arnot Hill Park, Arnold
Nottingham NG5 6LU

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

A G E N D A

1   Apologies for absence

2   Minutes of the previous meeting held on 4th September 2019

3   Force Public Protection and Safeguarding Report

4   Tackling Modern Slavery and Human Trafficking in Nottinghamshire

5   Cyber-enabled Crime and Keeping People Safe On-line

6   Improved Response to Missing Persons

7   Police and Crime Delivery Plan (2019-2020) – Theme 4 Transforming Services and Delivering Quality Policing

8   Performance and Insight Report – Update to September 2019

9   Capital Report for Period 5 Quarter 2 – 2019 -2020

10   Revenue Report for Period 5 Quarter 2 2019-2020

11   Chief Constable's Update Report

12   Regional Collaboration Update (verbal)

13   Work Programme

NOTTINGHAMSHIRE POLICE AND CRIME COMMISSIONER

Arnot Hill House, Arnot Hill Park, Arnold, Nottingham NG5 6LU

MINUTES OF THE MEETING OF THE NOTTINGHAMSHIRE POLICE AND CRIME COMMISSIONER STRATEGIC RESOURCES AND PERFORMANCE MEETING HELD ON WEDNESDAY 4TH SEPTEMBER 2019

COMMENCING AT 10.00 AM

MEMBERSHIP
(A – denotes absence)

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

OTHERS PRESENT

       Noel McMenamin – Democratic Services, Nottinghamshire County Council

1.   APOLOGIES FOR ABSENCE

Apologies were received from DCC Barber, Mark Kimberley and Charlie Radford.

2.   MINUTES OF THE PREVIOUS MEETING HELD ON 15 JULY 2019

Agreed.

3.   ESTATES STRATEGY AND ESTATES RATIONALISATION UPDATE

The meeting considered the report, which provided an update on the implementation of the ongoing estates strategy and rationalisation programme.

During discussion, it was explained that accommodating additional officers would provide challenges in respect of car parking and locker space. However, the Force needed to become more agile and visible in the community, and senior officers believed that concerns raised could be overcome.

RESOLVED 2019/32

To note the report.

4.   HEALTH AND SAFETY UPDATE

The meeting considered the report, which provided an update on health and safety performance and statistics for 2018-2019, as well as highlighting emerging issues and areas of collaborative working.

During discussion, the following points were raised:

- Assaults on officers were down from 178 to 125, and the Force perception was that the prevalence of incidents had decreased further than that suggested by the statistics;

- It was explained that the increase in respect of PCSOs reflected more accurate and consistent reporting of incidents and issues;

- There had previously been too much basic training, and practical changes had engineered out the need for certain training. For example, using smaller vans, which could be driven on car licences, removed the need for specialist training on driving larger vehicles;

- Spit-hoods were a relatively cheap, effective and a popular introduction, which would be rolled out to all response cars.

.**RESOLVED 2019/033**

To note the report.

5. WORKFORCE PLANNING

The meeting considered the report, which provided an update on the Police Officer and Police Staff establishment versus budget as at 30th June 2019.

During discussion the following points were raised:

- While BME representation within the Force was still low, recent BME recruitment had been successful, and this success needed building on. The Chief Constable was personally committed to accelerating BME recruitment, and acted as a mentor to help retain and develop local talent;

- Work was ongoing to bring down numbers of temporary staff and to have substantive posts instead. It was confirmed that staff 'acting up' formed part of overall capacity and were not additional to it;

- The Chief Constable had requested further work to be carried out on the PCSO Review. The Force had recruited well from the PCSO cohort, and further recruitment would be required.

RESOLVED 2019/034

To note the report.

6. EQUALITY, DIVERSITY AND HUMAN RIGHTS PERFORMANCE MONITORING

The meeting considered the report, which provided an update on the Force's progress in the areas of Equality, Diversity and Human Rights.

During discussion, the following points were raised:

- The Force had decided to apply the methodology for Stonewall accreditation to all strands of equality of equality. This was an approach that was popular with staff;

- The Cadet Scheme, which had the aim of engaging BME and other under-represented sections of the community, had expanded and led to greater outreach;

- The reporting of hate crimes continued to improve. Rates of religious hate crime continued to spike in response to national and international events, in line with trends elsewhere.

RESOLVED 2019/035

To note the update

7. FORCE REPORT ON STOP AND SEARCH

The meeting considered the report, which provided an update on the use of Stop and Search powers by the Force.

The following points were made during discussion:

- While Stop and Search rates had risen, it was a lower increase than elsewhere. Weapons seizures in both County and City were up, but complaints remained low, indicating that the powers had been exercised proportionately and in a targeted way. Numbers of Section 60 authorisations remained low;

- It was confirmed that the increase in ethnicity not being stated was because if the individual being stopped and searched refused to engage and did not self-identify then officers did not guess the individual's ethnicity;

- It was agreed that the recording of ethnicity needed to be improved and was essential to maintain public confidence in disproportionality.

RESOLVED 2019/036

To note the report update.

8. USE OF FORCE

The meeting considered the report, which provided an update on the use of force by Nottinghamshire Police.

The following issues were raised during discussion:

- The work being conducted by the OPCC had not yet been completed but outcomes would be made available in due course;

- Failing to record when people were being handcuffed needed to be resolved, as did consistent recording of use of force while in custody;

- a majority of recording errors were arrest-related, and efforts were being made to streamline recording and monitoring to make it easier to take place;

- numbers of complaints in respect of use of force were lower than in other core cities.

RESOLVED 2019/037

To note the update.

9. STAFF HEALTH AND WELLBEING

The meeting considered the report, which provided an update summary on work being undertaken on health and wellbeing.

During discussion, the following points were made:

- There was a greater focus on mental health as a result of the review and refresh of the Welfare Strategy. A Wellbeing Officer was about be appointed, and links were being developed with national Police and other charities;

- A range of support was available, including direct access to therapies and technological support, and these interventions stood alongside more indirect approaches to improving mental health, such as more flexible working arrangements;

- It was explained that as part of measures to protect frontline staff there was support for increased tazer use, with a significant increase in officers having been trained in its use.

RESOLVED 2019/038

That the report be noted.

10. ENVIRONMENTAL MANAGEMENT PERFORMANCE

The meeting considered a report, updating it on the Force's environmental strategy, carbon management plan waste recycling figures and current environmental initiatives.

Discussion focussed on the following points:

- The Force built estate had performed well. However, while its vehicle fleet did not perform so well, the Force was not in a financial position to replace the fleet with low emissions vehicles;

- At the point at which vehicles were being replaced, smaller and more eco-friendly options would be considered. There were no electric charge points on the Force estate at the moment, but this would change over time.

RESOLVED 2019/039

That the update be noted.

11. IICSA INVESTIGATION

The meeting considered the report, which provided an update on the IICSA investigation.

The key points emerging from discussions were:

- A consistent approach had been taken in accepting the findings in full. It was clear that Force would need to be involved in addressing Recommendation 2 on commissioning an external evaluation of their practice concerning harmful sexual behaviour, including responses, prevention, assessment, intervention and workforce development, as a 'child protection partner';

- The view was expressed that there was an ongoing commitment to address the outcomes of the Inquiry by partners. The Police and Crime Commissioner had doubled its financial support to survivor support services, however, local authorities had been less forthcoming;

- The Police and Crime Commissioner was to call a meeting of partners in late October or early November 2019 to discuss next steps in more detail.

RESOLVED 2019/040

To note the report, and to request a follow-up report in one year.

12. FORCE MANAGEMENT STATEMENT 2019

The meeting considered the report, which provided an update on the findings of the Force Management Statement (FMS) and how this was used as part of the business planning process.

The following points were made during discussion:

- The FMS was a useful tool in predicting future capacity and demand, modelling possible future invest-to save initiatives;

- The FMS focussed on the Force, and less on the wider criminal justice system.

RESOLVED 2019/041

To note the report, and that a summary copy of the Force Management Statement be submitted to a future meeting of the Police and Crime Panel for information.

13. PERFORMANCE AND INSIGHT REPORT – UPDATE TO JULY 2019

The meeting considered the report, which provided the key performance headlines the Force in the year to end July 2019.

The following points were made during discussion:

- While overall crime was up by just over 1%, the direct of travel for performance was considered very positive in view of performance elsewhere nationally;

- Knife crime, sexual crime and burglary offences were all down, while it was asserted that the high increases in drugs possession and trafficking were down in large part to the Force's increased proactivity in targeting these crimes;

- The Force enjoyed strong support in communities and this had led to improved local intelligence;

- A new Robbery team had been established, while the performance of the 101 service had improved greatly, with very low abandonment rates;

- The Force was alive to the benefits of investing in training to recognise safeguarding issues when dealing with domestic violence or similar domestic issues. The Force also was happy to use civil interventions such a Domestic Violence Protection Orders where appropriate, but had to weigh up this approach against other, potentially more effective, interventions.

RESOLVED 2019/042

14. CAPITAL REPORT FOR PERIOD 3 – QUARTER 1 2019-2020

The meeting considered the report, which provided an update on the financial outturn position on capital as at 30 June 2019.

In the brief discussion which followed, it was acknowledged that there had been slippage in respect of IT. However, investment, for example in Automatic Number Plate Recognition had had a positive impact on vehicle and organised crime.

RESOLVED 2019/043

1) that the outturn position in respect of capital as at 30 June 2019 and detailed at Appendix A be noted;

2) that the virement request as set out at Appendix B to the report be approved.

15. REVENUE REPORT FOR PERIOD 3 – QUARTER 1 2019-2020

The meeting considered the report, which provided an update on financial outturn for revenue as at 30 June 2019.

The following points were made in discussion:

- The end-of-year projected overspend was around £935,000;

- MFSS issues, and the mitigating actions put in place ensure continuity of service were partially responsible. Confidence in MFSS was growing slowly, but the situation remained far from ideal;

- Work is ongoing by the Force to improve the reliability of the financial monitoring information provided by MFSS.

RESOLVED 2019/044

1) that the report be noted;

2) that the Police and Crime Commissioner approve the virements of greater than £100,000 as recommended by the Chief Constable, as set out in Appendix C to the report, to be reflected in the outturn once approved;

3) that the overspend position as highlighted in the report be noted.

16. REGIONAL COLLABORATION UPDATE (VERBAL)

The view was expressed that the Spending Review to be announced imminently could have an impact on regional budgets.

RESOLVED 2019/045

To note the update.

17. WORK PROGRAMME

RESOLVED 2019/046

That the contents of the work programme be noted.

The meeting closed at 11.10am

CHAIR

For Information	
Public	
Report to:	**Strategic Resources & Performance Meeting**
Date of Meeting:	**6th November 2019**
Report of:	**The Chief Constable**
Report Author:	**Detective Superintendent Andrew Gowan**
E-mail:	**andrew.gowan@nottinghamshire.pnn.police.uk**
Other Contacts:	
Agenda Item:	**3**

Force Public Protection and Safeguarding Report

1. Purpose of the Report

1.1 To provide an update to the Strategic Resources and Performance Meeting in relation to:

Domestic Abuse

Rape and serious sexual offences

Child Abuse

Vulnerability and safeguarding

Force activity and progress following the IICSA enquiry

HMICFRS PEEL Inspection and recommendations

2. Recommendations

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

3. Reasons for Recommendations

3.1 To inform members of the Strategic Resources and Performance Board of Force activity and progress.

4. Summary of Key Points (this should include background information and options appraisal if applicable)

4.1 Please see attached briefing note

5. Financial Implications and Budget Provision

5.1 None

6. Human Resources Implications

6.1   None

7.   Equality Implications

7.1   There are no equality implications arising from this report.

8.   Risk Management

8.1   There are no risks highlighted in this report.

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

9.1   None

10. Changes in Legislation or other Legal Considerations

10.1 There are no relevant changes in legislation of other legal considerations with regards to this report.

11.   Details of outcome of consultation

11.1 There is no requirement for consultation as a result of this paper, which is for update only.

12. Appendices

12.   Appendix – 2018-2019 Update Report

13. Background Papers (relevant for Police and Crime Panel Only)

13.   None

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Strategic Resources and Performance Board

Public Protection and Safeguarding - 2018/2019 update

September 2019

Version 1

Author   Detective Superintendent Andrew Gowan

1. Introduction

The overall approach to Public Protection continues to develop well in Nottinghamshire. In May 2019, HMICFRS awarded Nottinghamshire Police an improved grading of **GOOD** in its PEEL Inspection with regard to **how we protect vulnerable people**.

2. Domestic Abuse

2.1   There has been a clear upward trend in the recording of domestic abuse crime over the past year. In 2018/19, domestic abuse offences increased a further 3,656 offences, 35.2%, compared to an increase of 17.4% in 2017/18

2.2   There are many factors which have influenced this uplift in recorded crime. There is increased confidence in reporting to the Police and partners, as this is a key priority for the force, ensuring appropriate safeguards can be put in place. In 2018 the force took great steps to improve its crime recording and data quality. Having embedded these process changes, into the latter stages of 2018, domestic abuse recorded crime has remained stable over the past six months. This represents a step change and new benchmark in the recording of domestic abuse.

2.3   In March 2019, 37.2% of domestic abuse victims were repeat victims. This is compared to 33.4% in March 2018. Analysis shows a slight upward trend in the proportion of repeat victims of domestic abuse.

2.4   We continue to work with partners to ensure that all high risk cases are reviewed at a Multi-Agency Risk Assessment Conference (MARAC) with up to 175 cases per month heard across Nottinghamshire. Partnership working is strong within the MARAC process, with more referrals being received from our partners, than those generated by the Police. (76% of referrals in the City and 65% from the County are from non-police agencies.) This is seen as a positive step and sign of good partnership engagement. Chairing of the MARACs is shared between the partnership on a rotational basis and partnership attendance at MARACs is excellent.

2.5   Operation Encompass continues to be delivered in both City and County MASH, where details of children who live in domestic abuse households are shared with education and social care. These formal information sharing meetings occur every weekday. Over 4000 cases were shared in 2018/2019.

2.6   Our victim satisfaction surveys continue to reveal strong performance, consistently reaching over 90% of victims being satisfied with their whole experience with the Police.

2.7   In 2017, we received 242 requests under the Domestic Violence Disclosure Scheme (DVDS) and 75 disclosures were made. In 2018, we received 250 DVDS requests with 76 disclosures made. We continue to promote this important facility, which is used to safeguard victims and empower people to protect themselves. In 2018 Nottinghamshire Police introduced satisfaction surveys on how we respond to Domestic Violence Disclosure Scheme requests. This scheme is clearly well received and well delivered by Nottinghamshire Police, with regular 100% satisfaction returns.

2.8   All officers have completed domestic abuse training including bespoke HBA (Honour-based Abuse) and Voice of the Child input. Updated domestic abuse training ('DA Matters') is currently being delivered to all front line officers between September and November 2019.

2.9   We continue to work in close partnership with Women's Aid in supporting victims of domestic abuse, with the OPCC commissioned Independent Domestic Violence Advocates. The IDVAs are co-located within police stations on the County, with an IDVA supporting victims and advising officers in the City.

2.10   In October 2017 our Integrated Offender Management (IOM) teams began to manage a cohort of the highest risk serial perpetrators of Domestic Violence, adopting IOM principles to domestic abuse perpetrators. There are approximately 50 perpetrators on a cohort at any one time, with victim/survivor support provided by an IDVA throughout the process.

2.11   The force is proud of its commitment to working in partnership to tackle stalking. 2018/19 has seen a recruitment of a Stalking Safeguarding Officer to support the police response to these high risk crimes, alongside the introduction of multi-agency Stalking Clinics to focus on the management of perpetrators.

2.12   Public Protection has a dedicated HBA Safeguarding Officer increasing our professional knowledge and safeguarding expertise. Our success and increased engagement with these hard to reach communities has justified the need to recruit a further HBA/FGM Safeguarding Officer in April 2019.

3.   Rape and Serious Sexual Assault

3.1   Recording of rape offences have been stable in 2018/19 with an increase of only 0.9%. The step change in demand experienced in 2017/2018 appears to have stabilised following a 51.2% increase in that year. 2017/18 was in line with the national trend, resulting from issues including data quality, increased reports of non-recent offences following the national independent inquiry into child abuse (IICSA) and campaigns including the Truth Project. Overall our recording of sexual offences has increased in 2018/19 by 1.1%.

3.2   We continue to prosecute a number of offenders for rape, achieving notable success. These prosecutions provide confidence to others to come forward, a situation we welcome. In spite of the high levels of crime recording, the conviction rate at court for rape continues to be strong when compared regionally and nationally.

		18/19-Q2	18/19-Q3	18/19-Q4	19/20-Q1	19/20-Q2
East Midlands CPS Area	% Convictions	57.50%	59.49%	51.67%	68.00%	80.77%
	Convictions	46	47	31	34	21
	Finalised	80	79	60	50	26
Nottinghamshire	% Convictions	73.68%	80.00%	70.00%	75.00%	85.71%
	Convictions	14	12	7	9	6
	Finalised	19	15	10	12	7
National	% Convictions	61.95%	64.79%	63.99%	65.09%	69.92%
	Convictions	503	438	359	386	165
	Finalised	812	676	561	593	236

3.3   In July 2017, Nottinghamshire Police commenced a new project of surveying victim satisfaction for rape victims in order to better understand the victim journey. The first annual report of this project has now been produced and fed into the improvement plan for investigation of rape. The key required improvement is one of keeping victims/survivors informed of the progress of the investigation.

3.4   We strive to improve our referrals into support mechanisms including the ISVAs and CHISVAs, commissioned by the OPCC, which have provided enhanced support for victims of rape and serious sexual assault since June 2018.

4.   Vulnerability

4.1   The force Vulnerability Policy was updated in April 2018 and reflects Working Together and Making Safeguarding Personal guidance. This policy provides staff guidance on safeguarding vulnerable people under the headline of "Know it, Spot it, Stop it!"

4.2   In April 2019, the force conducted an extensive self-assessment of vulnerability, benchmarking against the National Vulnerability Action Plan. The force continues to engage with this national program and is seeking good practice from other areas, as well as sharing Nottinghamshire's own good practice with others. Representatives of the national vulnerability lead, Chief Constable Simon Bailey, have highlighted good practice in Nottinghamshire including our vulnerability training, Complex Person Panels (City) and Vulnerable Person Panels (County), the Special Constables' CSE disruption team and the Child Criminal Exploitation panels.

4.3   In 2019, the force delivered refreshed vulnerability training program for all front line staff providing practical guidance on safeguarding. As mentioned, an

updated training program for domestic abuse ("DA Matters") is being delivered to all front line officers between September and November 2019.

4.4   Bespoke training continues to be delivered to specialist teams within the Public Protection department. Specific training inputs in 2019 include CPS inputs on sexual offence prosecution, the Care Act and the MASH.

4.5   The force has recruited new staff whose role is to reduce re-victimisation and safeguard vulnerable people including a stalking safeguarding officer and a second honour based abuse safeguarding officer.

4.6   The Mental Health Triage car is a joint Police and Health initiative with an input of 5 staff from the Police, now running into its 5th year. This team responds to potential mental health incidents reported into the Police. The service is designed to prevent harm to both the subject and the public. In 2018/19 the team dealt with on average 14 incidents per day and completed 1018 mental health assessments, of which 708 were referred directly into the NHS and 114 were safeguarded using s.136 MHA. In May 2019 Nottinghamshire Healthcare Trust agreed with Nottinghamshire Police to expand the service and extend the service provision period to 08:30hrs until 01:00hrs.

4.7   In 2019 Nottinghamshire Police introduced a new policy and guidance in relation to Suicide Prevention and Risk Management for suspects of crime who are vulnerable.

The Policy aims to provide guidance and support for suspects who are either in custody or voluntary interviewed particularly those for child abuse, sexual offences and indecent image investigations who are at the highest risk of suicide after police contact. The policy provides a step by step guide including conducting a Welfare Assessment which has been designed by academics at Nottingham Trent University who specialise in suicide prevention and forensic psychology.
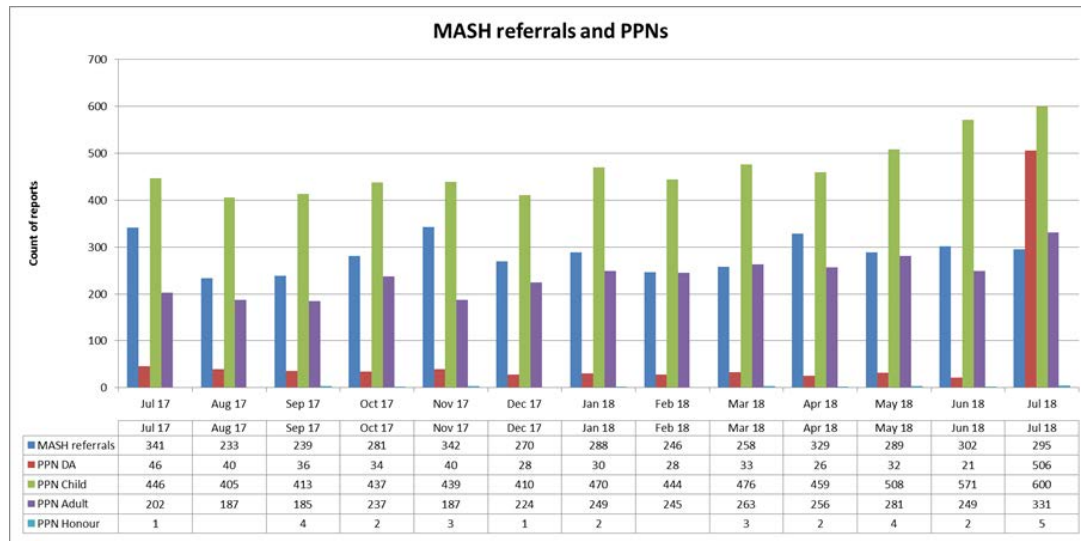
As part of the Suicide Bereavement Pathway, all next of kin of suspected suicides are referred (with their consent) to the Tomorrow Project who give specialist support to those who are left bereaved in these circumstances. Research shows 65% of people who are left bereaved in this way go on to attempt suicide or take their own lives. 80% will leave employment or education within 12 months.

Working alongside the Highways department, Tomorrow Project Signage has been erected at suicide hot spots.

4.8   Public Protection Notices (PPNs) are used by staff to highlight vulnerability of both adults and children which is shared within the MASH. An electronic version of the PPN was introduced in July 2018, replacing the previous scanned paper

document, providing time efficiencies for front line officers and swifter sharing to the partnership. The number of PPNs for both adults and children continue to rise which demonstrates, in part, the increased awareness and focus on vulnerability by front line officers.

MASH referrals and PPNs

	Jul 17	Aug 17	Sep 17	Oct 17	Nov 17	Dec 17	Jan 18	Feb 18	Mar 18	Apr 18	May 18	Jun 18	Jul 18
MASH referrals	341	233	239	281	342	270	288	246	258	329	289	302	295
PPN DA	46	40	36	34	40	28	30	28	33	26	32	21	506
PPN Child	446	405	413	437	439	410	470	444	476	459	508	571	600
PPN Adult	202	187	185	237	187	224	249	245	263	256	281	249	331
PPN Honour	1		4	2	3	1	2		3	2	4	2	5

5.   Harassment, Stalking and Cyber Bullying

Recent changes to legislation have impacted on the recording of these offences, with clear upward trends as identification of offences and the ability to safeguard individuals improves. We believe that this is still an underreported area with many victims not reporting online abuse and harassment.

Year	Annual Total	Volume Change on previous year	Percentage change on previous year
2016/17	3,818	-	-
2017/18	5,439	+1621	42.5%
2018/19	8,714	+3275	60.2%

6.   Honour Based Abuse, Forced Marriage & Female Genital Mutilation

6.1   Nottinghamshire Police continues to improve our knowledge and engagement in respect of honour based abuse and female genital mutilation (FGM). In 2019, we recruited a second HBA/FGM safeguarding officer. Increased engagement will continue to increase our recording of crime committed within the UK (particularly HBA), alongside 'non-crime' which has been committed abroad (particularly relevant for FGM) where our core focus is the safeguarding and support of the victim.

Domestic Abuse Crimes	2018/19	2017/18	YTD Volume Change
Honour Based Violence CRIME	63	43	20
Honour Based Violence NON CRIME	58	30	28
Female Genital Mutilation CRIME		2	
Female Genital Mutilation NON CRIME	19	11	

6.2   The number of recorded Forced Marriage Prevention Orders (FMPOs) has risen from 2 in a previous four year period, to 25 in 2017/2018 and then 51 in 2018/2019. 8 Female Genital Mutilation Orders have been obtained in 2018/19. This is seen as encouraging progress. These are preventative measures and display our improvement in engaging with hard to reach communities and our investment of resources in this area.

7.   Child Sexual Exploitation

7.1   Our work with partners in Nottinghamshire is increasing our knowledge and awareness with regard to child sexual exploitation. Demand from child sexual exploitation and abuse will continue to increase. A key vulnerability is when teenage girls go missing. Learning from good practice currently employed in Nottingham City, Nottinghamshire Police have deployed a second officer whose role is specifically to work with children to prevent them going missing and/or being vulnerable to exploitation.

7.2   We continue to have a strong Sexual Exploitation Investigation team (SEIU) who investigate reactively and proactively safeguard children. They use a risk assessment tool to identify people at risk of CSE and work with our partners in the Multi-Agency Sexual Exploitation (MASE) panels.

7.3   The CSE disruption team comprises of a team of Special Constables and Sergeant who work directly with the Sexual Exploitation Investigation team.
They are directly tasked by SEIU supervisors and the CSE Coordinator with:

- **Safeguarding** – they regularly check a number of hotels with links to CSE to see whether there are vulnerable persons present and whether the hoteliers are adhering to the conditions of their licence. This team have successfully applied for the first civil order against a hotel in Nottingham. They visit suspected victims of CSE to check on their welfare.

- **CSE hotspot policing** – local parks, fast food outlets offering advice to staff to spot the signs of CSE.

- **Targeting of known perpetrators of CSE** – issuing of Child Abduction Warning Notices (CAWN) and visits to known or suspected offenders to establish their movements and who they are associating with.

7.4   Specific improvements have been made in 2018 in how we tackle distribution of indecent images of children through our Paedophile Online Investigation Team (POLIT) team. These have included the recruitment of a specialist digital investigation officer and an intelligence officer. These staff will improve our efficiency and effectiveness in tackling this fast changing cyber enabled crime.

8.   Child Safeguarding

Adult and child safeguarding referrals increased to 5,593 in 2018 compared to 4,779 in 2017 and 3,147 in 2016. The majority of these referrals relate to child safeguarding with an increase of 1,240 (+44.7%). Early identification of concerns ensures that appropriate and timely safeguarding actions are put into place to minimise the risk of harm. These increases reflects positively on the continued campaign by Nottinghamshire Police, targeted at its front line officers, to identify vulnerability at any early stage and work with our partners through the Multi Agency Safeguarding Hub (MASH). The MASH is well established and seen as good practice by both HMICFRS and OFSTED in their recent inspections.

9.   Child Abuse

9.1   Similar to other areas dealing with vulnerable people, we have seen a rise in the number of cases involving child abuse. Sexual abuse has in fact reduced by 2.5% but physical violence rose by 11.2%. We work closely with partner agencies, often within the MASH, to ensure proportionate and appropriate investigation is conducted, jointly identifying the lead agency to investigate.

9.2   The effects of domestic abuse on children continues to receive focus from Nottinghamshire Police, working closely in partnership through the MASH and particularly via Operation Encompass, a daily multi-agency information sharing meeting solely in respect to children experiencing domestic abuse. We have improved our efficiency in the City MASH with the introduction of video conference facilities for Encompass.

9.3   Knife crime is another key focus of concerted partnership activity in Nottinghamshire. Increased information sharing, via our Public Protection Notice

(PPN) has been introduced, highlighting children who are vulnerable as victims of, or perpetrators to, knife crime. These PPNs are now processed through the MASH and appropriately shared with partners.

9.4   Through the Child Criminal Exploitation Panels (CCEPs), the partnership, including the Police, have joint working arrangements tackling a number of areas in which young people are put at risk of criminal exploitation both through participation in and as a victim. Key crime types are:-

- Knife crime
- County Lines activity
- Carrying weapons
- Gangs

9.5   Nottinghamshire Police is committed to the statutory requirements of the Care Act and provides consistent attendance at both Safeguarding Adults Boards and the associated subgroups, including Safeguarding Adult Reviews (SAR).
Our dedicated 'Audit and Compliance' Detective Chief Inspector has specific responsibility for SAR and DHR (Domestic Homicide Review) attendance and gathering of organisational learning.

9.6   New safeguarding arrangements for children are now in place, both in the City and County, following the introduction of Working Together 2018. Now known as the Safeguarding Children Partnerships, we are fully embedded in these arrangements, both at a strategic and tactically level.

9.7   Learning from reviews is now recorded on the Police '4Action' database where audit and scrutiny can be provided for organisational learning. A monthly monitoring and update process is in place, led by the Head of Public Protection and closure of recommendations are authorised by the Deputy Chief Constable.
The EMSOU Regional Review Unit provides professional and independent reviews for DHR and SAR reports. Additional audit of organisational learning is provided by the DHR ALIG.

10.   Independent Inquiry into Child Sexual Abuse (IISCA) – Operation Equinox

10.1   Operation Equinox was established in 2016 to address significant reporting of non-recent abuse of children within City and County Local Authority managed establishments. It additionally became the conduit for the Independent Inquiry Child Sexual Abuse (IICSA) and Operation Hydrant, the National Coordination Centre for non-recent abuse. There has been an increase in reporting of non-recent offences following IICSA and campaigns including the Truth Project.

10.2   We continue to prosecute a number of offenders achieving notable success. In 2018 Operation Equinox was reviewed and, taking the learning from this enquiry and IICSA, the decision was made to mainstream Operation Equinox.

10.3   Following the recommendation from the IICSA report, published in August 2019, we will work with Nottingham City and other child protection partners in an independent external evaluation of our practices concerning harmful sexual behaviour including responses, prevention, assessment, intervention and workforce development.

10.4   In addition to this recommendation, Nottinghamshire Police will draft and deliver an action plan to improve the pathways, investigation and support for survivors of non-recent abuse.

11.   HMICFRS

11.1   Our most effective and independent assessment of our activity can be found in the latest HMICFRS Police Effectiveness, Efficiency and Legitimacy inspection of Nottinghamshire Police. In that inspection, published in May 2019. It graded Nottinghamshire Police as GOOD in 'Protecting Vulnerable People'. It says

"Nottinghamshire Police is good at protecting people who are vulnerable. Officers and staff treat vulnerable people well. The force works with its partner organisations to understand people in the area who might be vulnerable"

"Nottinghamshire Police has a clear strategy for, and definition of, vulnerability. It communicates this effectively to its workforce. Officers and staff demonstrate that they understand how to identify and protect those who are vulnerable. They consistently treat vulnerable people well. This includes victims of human trafficking and domestic abuse and people with mental health conditions."

"The force has a good understanding of the nature and scale of vulnerability. It works with partner organisations responsible for health, and adult and child safeguarding. Together they use and share data to develop a deeper understanding. The force has recently updated its analysis of child sexual exploitation across Nottinghamshire. This now includes data from partner organisations. "

"Officers and staff take proactive steps to reveal hidden forms of child sexual exploitation. The force works with interested parties, such as children's services, youth justice and education, to prevent and reduce instances of children at risk of exploitation. The force assesses the risk, allocates actions to the most appropriate agency and monitors progress using a multi-agency tool which records activity that aims to divert children from risky situations."

"During this inspection, we found good examples of effective safety planning. These included recording details of children who live at the household – whether or not they were present at the time of the incident – to assess wider safeguarding needs. Officers and staff clearly understand that it is their responsibility to identify these children and make referrals to other agencies for assessment and support. Staff in the multi-agency safeguarding hub (MASH) review the risk assessments to provide consistency and accuracy."

"There are two MASHs: one covering the City area and the other in the County area. Multi-agency safeguarding arrangements are comprehensive and accessible, with good sharing of information with partners at all levels. The force contributes well to both the city and county MASHs"

Only one Area For Improvement was recorded within the PEEL assessment, namely

"The force should ensure that DASH risk assessment is carried out for all domestic abuse incidents to reflect force policy."

This has already been implemented and indeed was commenced in July 2018.

The full report can be read via https://www.justiceinspectorates.gov.uk/hmicfrs/police-forces/nottinghamshire/

12.   Additional Internal Scrutiny and Audit

12.1 In 2018/2019 Nottinghamshire Police completed a number of audit and scrutiny reports in order to assess the implementation of recommendations or new processes. These are both quantitative and qualitative assessments. They include

- NCRS compliance for DA and Sexual Offences
- DASH
- MARAC meetings
- Missing People – Compact compliance
- Stalking and harassment
- CSE and POLIT
- MASH
- Victim Satisfaction Surveys for Domestic Abuse, Rape and Claire's Law.

12.2 This scrutiny, alongside the Public Protection department monthly performance meetings and the Safeguarding Boards' own Quality Assurance Groups, provide a robust performance framework for safeguarding in Nottinghamshire.

For Information	
Public	**Public**
Report to:	**Strategic Resources and Performance**
Date of Meeting:	**6 November 2019**
Report of:	**Chief Constable of Nottinghamshire Police**
Report Author:	**D/Supt Austin Fuller**
E-mail:	
Other Contacts:	
Agenda Item:	**4**

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

Tackling Modern Slavery & Human Trafficking in Nottinghamshire

1. Purpose of the Report

1.1   To provide an overview of Nottinghamshire Police's approach to tackling Modern Slavery and Human Trafficking in the county, and specifically to update progress in delivering the recommendations of HMICFRS as set out in their report, "Stolen Freedom, The Policing Response to Modern Slavery and Human Trafficking" (2017)

2. Recommendations

2.1   It is recommended that the panel note the content of this report.

3. Reasons for Recommendations

3.1   To ensure that the Commissioner, partners and the wider public are aware of the force's strategic and tactical response to tackling slavery and human trafficking.

4. Summary of Key Points (this should include background information and options appraisal if applicable)

4.1 **The National Context**

4.1.1. It is estimated there are 15,000 victims of slavery in the UK and that Modern Slavery and Human Trafficking (MSHT) affects nearly 46 million people globally. The NCA now assess MSHT to be the second largest organised crime industry in the world. Prime Minister, Theresa May, describes it as, "the greatest human rights issue of our time". HM Government have invested considerable energy in tackling this crime, including amongst many initiatives the introduction of new legislation and powers, appointing an Anti-Slavery Commissioner, establishing the National Referral Mechanism and a 24/7 helpline, funding the Transformation Unit and the wide scale mobilisation of partners.

4.1.2. Despite this level of governmental focus and scrutiny MSHT remains largely a clandestine or 'unseen' crime and there is significant underreporting nationally

although this is improving and we are witnessing a rise in NRM reports and Modern Slavery Helpdesk referrals. Historically victims were reluctant or unable to self-refer and there was limited community intelligence, reflecting perhaps public indifference to this crime type, however with successful convictions and the positive publicity this has led to more confidence with victims and more awareness within the community in general leading to increased reporting.

4.2 **The Local Context**

4.21. Nottinghamshire Police continue to receive MSHT referrals from a range of sources, including calls for service, National Referral Mechanism (NRM), conventional intelligence, Crimestoppers, Modern Slavery Helpline, Duty to Notify forms, Suspicious Activity Reports (SARs). Each is subject to an established triage process and safeguarding assessment.

4.2.2 Year to date 1/04/2019 to 30/09/2019 Nottinghamshire Police managed 46 victims of MSHT crime and 67 NRM referrals were made. Appendix A provides further details for both recorded crime and NRM referrals.

4.2.3 The county of origin for victims varies, but there has been a rise in the number of British victims in line with county lines and better understanding of this element of MSHT criminality. We continue to see victims from Romania, Poland, Vietnam and Albania as well as NRM referrals for victims originating in Africa and offended against during their journey to the UK, often in Libya.

4.2.4 A number of potential victims encountered by the Police or other agencies disclosed offending outside of the UK and bi-lateral agreements (JITs) with source countries are becoming increasingly necessary to progress investigations. Many victims are vulnerable and have complex on-going needs that place extra demands on resources i.e., asylum claims, recourse to public funds, fractured family units, repatriation, threats to life both in the UK and overseas.

4.2.5 The force currently manages seven organised crime groups linked to MSHT

4.3 **Progress in Delivering HMICFRS Recommendations**

4.3.1. In 2017 HMICFRS published its response following a wide ranging inspection into UK's policing of MSHT. Their report, entitled "Stolen Freedom, The Policing Response to Modern Slavery and Human Trafficking", made a number of recommendations for all law enforcement agencies that fall broadly into 7 categories.

4.3.2. Nottinghamshire Police's progress against each is summarised below:

4.3.3. **Leadership**

- Regional Strategic Governance Group lead by an ACC with overarching strategic action plan
- Lead Officer in Nottinghamshire at Superintendent rank with responsibility for local delivery and performance.
- Set as control strategy in 2019/20
- Set as strategic priority under the 'Protecting People from Harm' theme in the Police and Crime Plan 2018 – 2021
- Police and Crime Commissioner is signposted to the National Anti-Trafficking & Modern Slavery Network (NATMSN).
- Dedicated police team sat within the Investigations and Operation Support Directorate with specially trained officers / staff and embedded partnership / safeguarding arrangements. Chief Constable is committed to continued investment in this area of work and four new officers and two civilian investigators will arrive in the team over the next three months. The team will also incorporate a county lines investigation team due to the increase in demand of this crime type following national links between trafficking and county lines and continued investment in this area.
- There is now an established Anti-Slavery Partnership led by local authority Chief Executive with a pledge to make Nottingham and Nottinghamshire slavery free with renewed vigour and emphasis on information sharing and partnership working.

4.3.4. Intelligence

- Triage process managed by MSHT team to ensure source referrals are captured and assessed
- National / regional data returns and threats assessments shared across partnerships
- Local threat assessment undertaken annually using MoRILE
- Processes in place to identify, map and manage MSHT organised crime groups
- Information sharing agreements in place across key partnerships
- Regular media communications to build community awareness and increase reporting e.g., Operation Aidant, county lines intensification week promoting successful prosecutions
- On-going awareness training to partners, service provides and NGOs
- Proactive intelligence gathering operations undertaken jointly with partners e.g., car washed, sex industry, nail bars
- Maximising compliance with NRM standards and Duty to Notify across agencies
- Established and effective links to Government Agency Intelligence Network (GAIN)
- Focused effort on recruitment and use of open source networks

4.3.5. Victim Identification and Initial Response

- All first responder agencies across Nottinghamshire have received additional training in MSHT, including Police, Fire, NHS, Local Authorities, Trading Standards.
- Awareness training delivered to other key agencies, both public, private and 3rd Sector e.g., MASH, Adult / Child safeguarding, Probation, High street banks, Unions, Social Care, Safeguarding Champions
- Force has adopted the Human Trafficking Foundation's, 'The Slavery and Trafficking Survivor Standards'
- Joint working with University of Nottingham to understand survivor journeys including student attachments working with the MSHT team.
- Recent regional adoption of Barnardo's Independent Child Trafficking Advocates
- Nottingham City Council 12 month accommodation pilot (awaiting funding for extension).
- Specialist trained officers in interviewing vulnerable victims
- Continued engagement with CPS around victimless prosecutions

4.3.6 Crime Recording

- MSHT triage all reports and referrals to ensure compliance with National Crime Recording Standards (NCRS)
- Internal audit in 2018 found 100% compliance

4.3.7 Investigation

- Call Handlers and Help Desk staff have received training and can access guidance to identify incidents of MSHT
- Front line officers have access to MSHT booklet and electronic guidance via Optik interface
- Training provided across all agencies on NRM and Duty of Notify.
- Nationally accredited specialist training provided to all MSHT team investigators
- Joint Investigation Teams being utilised through Eurojust i.e., recently with Nottinghamshire and Romanian investigators / prosecutors with OP Falsetto.
- Maximising use of Interpol and European law enforcement tools
- Financial investigators now routinely allocated to MSHT enquiries
- Established partnership network ensures early exchange of information and mutual support
- The force has, pro-rata, achieved high levels of successful MSHT prosecutions nationally

4.3.8 Learning

- E learning and classroom training delivered across force, including to new recruits. New College of Policing material to be made available during 2019
- Numerous training events and deliveries across full range of partners delivered by both Police and Hope for Justice
- Training materials / information available across numerous websites, including POLKA
- Access to expertise and tactical advise through Modern Slavery Transformation Units
- Attendance at relevant CPD events annually

4.3.9. **Prevention**

- Force is working collaboratively with other agencies, such as the GLAA, in areas that are traditionally linked to MSHT i.e., The Responsible Car Wash Scheme
- Force continues to look for opportunities to use Slavery Trafficking Preventions Orders for offences committed under the Modern Slavery Act 2015
- Force is now focused on working with other agencies to secure Slavery and Trafficking Restriction Orders (pre-conviction) for organised CSE offenders and those involved in the criminal exploitation of young persons and vulnerable adults (County Lines)
- Work with universities and immigration of the student visa process, which can be abused to facilitate the movement of potential victims into Nottinghamshire, particularly from Vietnam and China
- Promote the Modern Slavery Transparency Statement across all business and public sector partners in Nottinghamshire
- Joint working with prostitution outreach workers

4.4. **The Future**

4.4.1 Nottinghamshire Police remains committed to working with law enforcement colleagues and the Anti-Slavery Partnership to tackle all forms of slavery and trafficking in the county. Future plans include:

- Continue investment in the MSHT Team in both personnel and training
- Increased awareness training with a focus in 2019 on the private business sector
- On-going promotion of Responsible Car Wash Scheme and similar prevention initiatives
- Continued development of a MARAC style structure to manage both victims and offenders – with a view to extend to the County conurbation as well as the active City meeting.

- Further promotion of issues across communities to encourage reporting and greater intelligence
- Increase the number of Joint Investigation Teams to tackle crime groups globally that have links to Nottinghamshire
- Work with partners to increase availability of emergency and longer term accommodation for victims
- Ongoing independent review of Modern Slavery Act 2015

4.5 **Future Challenges**

4.5.1 Potential risks to the effective future policing MSHT include:

- Brexit – loss of European investigation arrangements / changing profile of criminality i.e., exploitation of more UK citizens

- Red Cross 'Your Space' project, previously providing pre-NRM emergency accommodation and support in Nottinghamshire and Derbyshire is currently postponed due to funding and there is no alternative provision at this time.
- Potential for increasing numbers of falsified NRM referrals made by asylum seekers to strengthen claims of legitimacy
- Growth in 'County Lines' criminal exploitation and understanding
- Capacity to cope with emergency 'bed space' and accommodation needs
- Capacity and capability of the National Referral Mechanism – under review
- Lack of understanding of Roma community and barriers to communication.
- Indifference of some sections of society

4.6 **Conclusions**

4.6.1 Nottinghamshire Police have made good progress with the modern slavery agenda leading the way nationally with convictions at court which have had a strong positive impact on community confidence. Strong collaboration with local partners has allowed for a more informed understanding of the threat and provided an enhanced capability to support local investigations and prevention strategies.

4.6.2 The actual number of victims encountered remains low in relative terms when compared with crime types of similar severity. However, the needs of victims remain challenging and investigations into this organised criminality remains complex, often requiring overseas travel and negotiations with international law enforcement partners

4.6.3 Nottinghamshire Police are meeting the recommendations from HMICFRS' 2017 report, but acknowledge that they need to continually adapt to the changes and complexities of investigating MSHT and supporting vulnerable victims.

4.6.4 The emerging threat of County Lines will impact on force resources as these remain complex victimless investigations; there are additional risks with migrating victims and lack of knowledge of potential victims living on patch.

5   Financial Implications and Budget Provision

5.1   There are no financial implications arising from this report

6   Human Resources Implications

6.1   There are no HR implications arising from this report

7   Equality Implications

7.1   There are no equality implications arising from this report

8   Risk Management

8.1   There are no risk management implications arising from this report

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

9.1   Protecting People from harm – Tackling Modern Slavery

10   Changes in Legislation or other Legal Considerations

10.1   There are no legislative implications arising from this report

11   Details of outcome of consultation

11.1

12.   Appendices

12.1   Modern Slavery Summary

Modern Slavery Summary

01/04/2019 – 30/09/2019
Yearly Summary for 2018/2019

Produced by Samantha Clarke

Commissioned by Supt Fuller

Date: 15/10/2019

NOTTINGHAMSHIRE POLICE
PROUD TO SERVE

Overview of Modern Slavery Crimes in Nottinghamshire in 2019

This data covers the period **01 April 2019-30 September 2019**

Crimes by Exploitation Type

There are 46 crimes recorded

FORCED LABOUR — **16**

SEXUAL EXPLOITATION — **8**

CRIMINAL EXPLOITATION — **21***

DOMESTIC SERVITUDE — **1**

12

*Linked to County Lines & Cuckooing

There were 51 crimes recorded for the whole of 2018/2019

Countries of Origin for Victims

Albania   Botswana   Bulgaria   Pakistan   Poland   Romania   **UK**   Vietnam

The UK continues to be the originating country for the highest volume of victims.
It is notable that although there is an increase in NRM for victims originating in Africa, these do not translate to crime figures now that N200 codes have been introduced to manage NRM referrals.

Victims Over 18 — **23**

Victims Under 18 — **23**

Gender of victims
28 Males
18 Females

Gender of suspects /offenders
12 Males
1 Female

Summary

1 of the offences involved a male who had fallen prey to Albanian debt collectors who have made threats on his life

There has been an increase in victims from the UK. Three of the offences are historical in the nature and involve trafficking of children by their parents.

More individuals are being linked to County Lines and Cuckooing. This is responsible for the shift in victim demographics from previous years

The Domestic Servitude offence occurred within a family setting.

There were two criminal exploitation offences that were linked to cuckooing. Both are vulnerable through their own drug use and one was a female who is also vulnerable through disability. They are being assisted by partner agencies

Overview of Modern Slavery NRM in Nottinghamshire in 2019

This data covers the period **01 April 2019-30 September 2019**

There have been 67 referrals in the reporting period of which 17 were reporting exploitation overseas and 8 were reporting exploitation outside of Nottinghamshire. 3 involved cross border offending with Derbyshire and Lincolnshire. 1 has a positive conclusive decision, 38 have positive reasonable grounds, with 4 having negative decisions and 24 have a status of unknown.

Number of referrals into the NRM by Exploitation type*.

*There is not enough data to categorise 2 of the referrals

FORCED LABOUR — 18

SEXUAL EXPLOITATION — 19

CRIMINAL EXPLOITATION — 25

DOMESTIC SERVITUDE — 2

There was 1 NRM for trafficking

Countries of origin for NRM victims

Afghanistan	Albania	Botswana	Brazil	Cameroon	China	Eritrea
Ethiopia	India	Iran	Iraq	Libya	Nigeria	Pakistan	Poland	Romania
Somalia	Sudan	UK	Vietnam	Zambia	Zimbabwe	

UK citizens make up the largest volume of victims; this is mainly due to criminal exploitation linked to County Lines

Recommendations

- Referrals linked to County Lines continue to increase leading to higher figures in NRM for those aged 18 and under. The process for managing risks in this area should be reviewed to ensure they are fit for purpose.
- Monitor to establish if there is a correlation between seasonal trends or global events with regards to countries of origin.

Victim Gender

36 Males
**31 Females**

Referrals by Agency

Bar chart categories: BTP, Home Office, Leeds County Council, Lincolnshire Police, Manchester Complex..., Mansfield District Council, Notts City Council, Notts County Council, Notts Police, Salvation Army, UKVI, Wakefield Council, West Mercia Police, (blank)
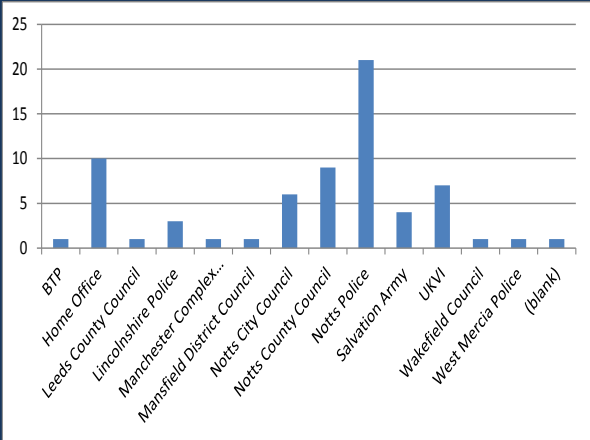
19 years + NRM Referrals	18 and Under NRM Referrals
32	35
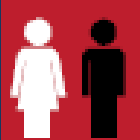
2 - 69 Age range of Victims

Youngest is part of a family referral and is not being explicitly exploited.

Yearly Overview of Modern Slavery Crimes in Nottinghamshire

This data covers the period **01 April 2018-31 March 2019**

Crimes by Exploitation Type

There were 51 crimes recorded

FORCED LABOUR — **22**

SEXUAL EXPLOITATION — **10**

CRIMINAL EXPLOITATION — **6**

DOMESTIC SERVITUDE — **12**

Unknown — **1**

Countries of Origin for Victims

Albania	Algeria	Botswana	China	Czech Republic	Ethiopia
India	Iran	Jamaica	Libya	Lithuania	Nigeria
Pakistan	Poland	Romania	Sudan	UK	Vietnam

Romania remains the country with the highest originating country for victims

Victims Over 18	**45**
Victims Under 18	**6**

Gender of victims

26 Males
25 Females

Gender of offenders

25 Males
20 Females
4 Unknown

Summary

FORCED LABOUR — Of the Forced Labour Offences, 2 occurred out of the force area.

SEXUAL EXPLOITATION — Of the Sexual Exploitation Offences, 2 occurred overseas and 3 occurred out of the force area.

CRIMINAL EXPLOITATION — Of the Criminal Exploitation Offences, 1 occurred overseas 3 are linked to County Lines

DOMESTIC SERVITUDE — Of the Domestic Servitude Offences 1 occurred out of the force area.

Two of the criminal and 1 of the domestic offences also had a secondary sexual exploitation type

Yearly Overview of Modern Slavery NRM in Nottinghamshire

This data covers the period 01 April 2018-31 March 2019

There have been 70 referrals in the reporting period of which 31 were reporting exploitation overseas and 12 were reporting exploitation outside of Nottinghamshire. The rest have a Nottingham footprint. 29 have positive reasonable grounds at present, 7 have a positive conclusive grounds decision, 3 have negative conclusive grounds and 31 are unknown as yet.

*Number of Referrals into the NRM by Exploitation Type.
*There is not enough data to categorise 3 of the referrals

FORCED LABOUR — 33

SEXUAL EXPLOITATION — 17

CRIMINAL EXPLOITATION — 9

DOMESTIC SERVITUDE — 8

Countries of origin for NRM victims

Albania	Algeria	Belgium	Botswana	China	Czech Republic
Eritrea	Ethiopia	Gambia	India	Iran	Iraq
Kenya	Malawi	Nigeria	Pakistan	Poland	Romania
Saudi Arabia	Sudan	Syria	UK	Vietnam	

Romania is the highest originating country for the majority of victims, with 16 originating there.

Referrals by Agency

(Bar chart categories: Cambridgeshire, Derby IA, GLAA, Greater Manchester, Home Office, Nottinghamshire County..., Notts, Notts City Council, Notts Police, NSPCC, Salvation Army, Shropshire Council, UKVI, Wales, Not established)

Over 18 NRM Referrals	Under 18 NRM Referrals
52	18

Intelligence Gaps & Recommendations

- To improve the intelligence picture in relation to County Lines as this area has seen the largest increase in numbers.
- To establish if there is a correlation between seasonal trends or global events with regards to countries of origin.

Victim Gender

32 Males
38 Females
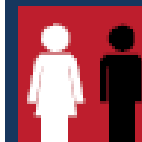
7-58 Age range of Victims

For Information	
Public	**Public**
Report to:	**Strategic Resources & Performance Meeting**
Date of Meeting:	**6th November 2019**
Report of:	**Chief Constable**
Report Author:	**DCI Lee Young**
E-mail:	**Lee.young@nottinghamshire.pnn.police.uk**
Other Contacts:	
Agenda Item:	**5**

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

CYBER ENABLED CRIME AND KEEPING PEOPLE SAFE ON LINE

1.   Purpose of the Report

1.1   The purpose of this report is to provide an update on Nottinghamshire Police's:

- Current investigative capacity and capability for cyber-related demand.

- Collaborative and preventative approaches to reducing cybercrime.

2.   Recommendations

2.1   That the meeting notes the content of this report.

3.   Reasons for Recommendations

3.1   To ensure that members are aware and updated on the force's strategy in relation to tackling cyber-enabled crime and keeping people safe on line.

4.   Summary of Key Points (this should include background information and options appraisal if applicable)

4.1   <u>Contextual Summary</u>

4.1.1   Information technology is an integral part of most day to day activities; criminal activity is no exception to this and virtually any crime can be made easier or more effective through the use of computer resources. Whilst there are various interpretations of cybercrime, the Home Office adopts the following definitions of which are employed for the purpose of this report:

- **Cyber-dependent crimes**: offences that can only be committed by using a computer, computer networks, or other form of Information and Communications Technology (ICT). These acts include the spread of viruses and other malicious software, hacking, and distributed denial-of-service (DDoS) attacks, i.e. the flooding of internet servers to take down network infrastructure or websites. Cyber-dependent crimes are primarily acts directed against

computers or network resources, although there may be secondary outcomes from the attacks, such as fraud.

- **Cyber-enabled crimes**: traditional crimes where the scale or efficacy of the offence through the use of computers, computer networks or other forms of ICT (such as cyber-enabled fraud, child sexual exploitation and distribution of Indecent images).

- **Online crime**: As per the definition of cyber-related in the Crime Survey for England and Wales, this relates to any offence where the internet or any type of online activity was related to any aspect of the offence.

4.2 **Resources and Investigative Structure**

4.2.1 Nottinghamshire Police has resources dedicated to the investigation of cyber-dependent crime and the activities associated with prevention and protection work streams. This Cybercrime team works alongside Fraud and Financial Investigations teams, collectively forming the Economic and Cyber Crime Unit (ECCU). The Cybercrime team is an early adoption of the national cybercrime model and is described as being regionally tasked but locally delivered. It comprises:

1 Detective Sergeant

2 x Pursue Investigators

2 x Cyber Protect and Prevent Officers

4.2.2 The East Midlands project (part of the National Cybercrime model) has been in existence since February 2018 operates to a number of targets that are focussed exclusively around cyber-dependent crimes. the allocation of 2x Pursue Investigators is sufficient to absorb the current workload. The number of reported cyber dependent crimes to the Police/Action Fraud remains relatively low. However, crime surveys indicate that the businesses and the public have a significantly different attitude to reporting when comparing against conventional or even cyber-enabled crimes. Reporting trends are likely to increase as the capability in forces becomes more apparent and publicised and therefore the expectation is that resourcing in this area of business will need to increase.

4.2.3 The most commonly reported cyber-enabled crimes are associated to fraud (acquisitive crimes) and are referred to the ECCU (Fraud), whereas cyber-enabled sexual offences are managed by the appropriate strand of the Public Protection Department. The Digital Forensic Unit (DFU) provide technical support through evidential examinations of devices (phones, tablet, computers

etc.) and additionally host a team of Digital Media Investigators who are able to support investigations through technical expertise or tactical advice.

4.2.4 A proposal for the development of Nottinghamshire's digital service is under consideration by the Chief Officer Team. If accepted, this would centralise digital capabilities, modernise IT infrastructure and expand resources through a program-of omni-competence to build resilience for future demand.

4.3 **Fraud demand and investigative capacity and capability**

4.3.1 Nationally, a third of all crimes are fraud offences with 3.6 million (reported) incidents experienced in the year ending December 2018. **86% of these are cyber-enabled**. The situation in Nottinghamshire reflects the national trends.

4.3.2 Within Nottinghamshire Police, fraud offences are the responsibility of a dedicated unit managed within the Organised Crime Department and are specialist investigators in their field. Significant investment has taken place in the past 12 months in terms of facilitating officers' attendance on the Specialist Fraud Investigation Programme. This course is focused on embedding the nationally recognised Fraud Investigation Model, requiring officers to consider as part of learning alternative investigative approaches e.g. disruption and preventative opportunities. As previously highlighted, Nottinghamshire Police has recognised the value in drawing together fraud, cyber and financial investigation expertise to form the Economic and Cyber Crime Unit (ECCU) which is in keeping with national fraud strategy guidance being developed by the NPCC and City of London Police. Developing a degree of omni-competence between these functions is a current aspiration of the ECCU, which will allow resources to be used more flexibly in managing demand and increase professional development opportunities for officers and staff.

4.3.3 Nottinghamshire Police's ECCU also has two dedicated Fraud and Cyber Protect Officer posts. The post-holders key role is to research, develop, coordinate and implement measures (working with colleagues and partners both internally and externally) to improve the identification and response to vulnerable fraud victims in Nottinghamshire. The Protect Strategy is hugely important and there is a national understanding that we cannot investigate our way out of fraud. Consequently protecting future victims and preventing repeat victimisation is a priority aim and performing this work is challenging. In recognition of this and in response to a mature understanding of this theme of it has been necessary to re-evaluate roles accountabilities, responsibilities and decision-making requirements. There is now confidence that the role is correctly defined, graded and attracts candidates of the right calibre with appropriate skills to deliver on its objectives.

4.3.4 Fraud demand reaches Nottinghamshire Police from a variety of sources, this includes 'calls for service' and referrals disseminated by the National Fraud Intelligence Bureau (NFIB). It should be borne in mind that where a cyber-enabled fraud is committed, the likelihood is a computer misuse offence (cyber-dependent crime in effect) has also been committed. A good example of this would be in the case of Payment Diversion Fraud (previously known as Mandate Fraud). Mandate fraud is when victims are manipulated into altering automated payments (direct debit/standing orders) or bank transfers, by purporting to be an organisation they make regular payments to, for example a subscription service or component of the business supply chain. These frauds are often traced back to a 'mail server breach' where the originating company have been the victim of a cyber-dependent offence. Investigation of that offence is generally overlooked in favour of the more conventional fraud element. This is generally considered to be a gap in capability, knowledge or training.

4.3.5 Cyber-crime, specifically cyber-dependent crime, is growing, is dynamic and in general alignment with the faced pace technological changes that are seen societally. Cyber-enabled criminality adds complexity to existing crimes but does not mean that it should be treated differently to other offences. Traditional separation between investigators and highly skilled technical specialists is a gap that needs to be narrowed as these crime types have become the norm, rather than the exception. Upskilling a larger proportion of the operational workforce is challenging and requires investment. This is acknowledged at Government and NPCC level and also features at local delivery level in Nottinghamshire. Progressive increase and wider distribution of skills within the ECCU is a clear management objective, underpinned by the departmental ADA submissions. Examples of this have been to train a Financial Investigator and Fraud Investigator to provide tactical advice on the investigation of crypto-currencies (Bitcoin etc.) and to extend DMI training to a proportion of fraud investigators. Additionally, energy has been expended to achieve formal cyber qualifications/accreditation for cyber investigators which demonstrates a commitment to professional and continued development. (Associate Programme for Cyber Digital Investigation)

4.3.6 A further outcome agreed at the Extraordinary Force Executive Board is to develop a fraud triage capability. The purpose of this innovation is designed to develop a new structure, designed to improve our effectiveness and efficiency in dealing with all reported fraud, identify vulnerability at the earliest opportunity, determine the level of investigation and apply agreed disposal options. (Acceptance criteria, cease & desist, specialist investigation etc.)

4.4 **Performance targets**

4.4.1 Established national targets, adopted regionally and locally already exist for the delivery of the cyber-dependant program.

- 100% of cyber-dependant crimes referred from NFIB will be investigated

- **100% of victims who report cyber-dependant crime to Action Fraud will get advice in person or over the telephone to prevent them becoming repeat victims**

- 75% of organisations and the public who receive crime prevention advice will change their behaviours as a result

- 75% of organisations who receive cyber-security advice will develop or review incident response plans and test them

- 100% of young people identified as vulnerable to cybercrime will contacted, and intervention from a cyber-prevent officer where appropriate

4.4.2 Nottinghamshire Cybercrime makes contact with all victims of Cybercrime and delivers approved advice in response to the circumstances. Processes are in place to follow up on the initial contact to measure the effectiveness of any advice given and indeed to establish if it has been acted upon by individuals or businesses. This provides further opportunity to deliver additional advice where required and has proved very successful. For example, in one particular case the victim of a social media and e-mail hacking by ex-partner scored very highly on our protect scoring process (showing very limited security knowledge) and upon reassessment had significantly lowered the score, reducing her level of vulnerability by adapting on-line behaviours. 4.5

Prevention and Collaboration

4.5.1 The focus for Force based Cyber Protect and Prevent Officer is delivering the approved main cyber security messaging from the National Cyber Security Centre to;

- Small to Medium sized companies (Sub 250 employees)

- Trade Bodies/Associations.

- Local Charities.

- Voluntary sector.

- Local educational trust/bodies.

Further activities include;

- Referral of suitable candidates to the Cyber Prevent Program, facilitated through the Regional Prevent Officer.

- Deployment to all victims of crime from the above categories and other victims based upon THRIVE.

- Promote Cyber Essentials within supply chain across the Force

- General cyber security advice to members of the public

4.5.2 General Public Engagement & Awareness Raising Initiatives

- Nottinghamshire Police has refreshed and continues to maintain its external Cyber Website by providing all necessary signposting for victims, this includes the following: **'Safeguarding children and vulnerable people'** (advice for young people and parents), The **Protect yourself - online checklist** is also available on the website and is designed for anyone to utilise. In addition there is also our **'Cybercrime advice for organisations'** offering advice to organisations on protecting themselves from Cybercrime including staff training support.

- Nottinghamshire Police's collaboration with the Get Safe On-line programme has provided materials for social media, campaigns and leafleting whilst also supporting bespoke events. This year, Get Safe On-line supported the police at three significant public events the Nottinghamshire County Show, the Retford Charter day and the Riverside Festival. It is estimated that the Riverside Festival alone reached over 10,000 people.

- BBC Radio Nottingham – Nottinghamshire Police's Cybercrime and Fraud Protect Officers now have a regular monthly slot discussing key trends and providing general cyber and fraud protect advice.

- Regular drop-in sessions at local Banks.

- Nottinghamshire Police issue alerts via social media utilising Facebook, Twitter and Neighbourhood Alerts.

- Working with MENCAP (the voice of learning disability) by supporting the roll out of their online safety workshops designed for people working with learning disability.

- Working with MENCAP, presentations to groups such as U3A, Fire Service and Nottingham Community and Voluntary Service with the aim of educating

professionals from other organisations to spread messaging to their service users.

- Working with educational establishments throughout Nottinghamshire to deliver Cyber Protect messages to students. The Cyber Officers attended the University of Nottingham and met with the International students as part of 'Fresher' events to deliver key protect messages alongside other potential scam trends where they are specifically targeted.

- Successful engagement at other public events, such as Mansfield Senior Citizen Fair, Wollaton Food Festival.

- Promoting Get Safe On line week (w/c 30th September 2019)

4.5.3 Domestic Abuse

Nottinghamshire Police identified a growing trend, linked to the break-up in relationships where one party would use the identities and personal details of their former partner to fraudulently obtain goods and/or credit facilities.

In some cases this crime had been enabled by the former partner accessing the victims' email account or accessing their on-line banking to facilitate these offences.

A more sinister trend was identified in relation to domestic abuse cases where the actions could be construed as coercive/controlling.

In addition to this, Nottinghamshire Police's Cyber Crime Unit also identified a significant number of domestic abuse investigations where valuable evidence of the offenders' behaviour could be adduced in relation to computer misuse act offences.

The Cyber Crime Unit worked with the Public Protection's Lead for Domestic Abuse and it was clear that limited guidance was being offered to victims concerning the risks of cyber security. It was also evident that there were gaps in knowledge across the wider Domestic Abuse community.

Nottinghamshire Police's cyber team are now fully engaged with local Domestic Abuse charities like Equation who are able to support Nottinghamshire Police by spreading our Cyber security awareness to survivors. Furthermore, Cyber Protect & Prevent Officers have provided 'Cyber Awareness Training' to Equation highlighting how cyber methods can be used to stalk and control victims, for example by enabling the perpetrator to identify geographic locations and online activity. This effective partnership working has the added advantage increasing officer knowledge and understanding of domestic violence, helping the team appreciate the signs and risks of abuse. The Cybercrime Team have additionally supported the Public Protection Department in updating their training aides to incorporate cyber advice.

Nottinghamshire Police have developed literature that Equation are set to utilise in the design of a leaflet to mirror their corporate branding and have agreed to distribute these across Nottinghamshire on our behalf.

The Cybercrime Team intend to promote this work even further by offering staff training to all local domestic abuse charities to help reach more survivors with our Cyber Protect Advice. Last year, approximately 50% of individuals who were victims of cyber-dependent offences in the East Midlands region were victims of domestic abuse.

4.5.4 **Business**

Small businesses are often targets of Ransomware and DDOS attacks. Many small businesses do not have robust security measures as they do not employ an IT professional. This makes them vulnerable to these kinds of attacks and consequently, these businesses often pay ransom demands out of desperation.

The Cybercrime Team feeds into business networks which allow us to communicate the NCSC messaging to small businesses across Nottinghamshire.

- We use networks such as CSSC (Cross-sector Safety and Security Communications), D2N2 (local enterprise network for Derbyshire and Nottinghamshire), North Notts BID and FSB (Federation of Small Businesses) to send out alerts when there is a new trend to watch out for.

- We have featured in their newsletters and have been asked to deliver presentations to businesses. We use this approach to maximise our reach.

- The Cybercrime Team have now received training and are able to advertise Cyber Alarms – this is a Cyber Protect tool that will be rolled out to local companies providing them with an early warning of suspicious activity targeting their IT Network and offering an 'MOT' style health check. In both instances, these businesses will be able to instigate measures to defend their network accordingly.

This Protect tool will be delivered in a 3 tier format.

- Existing known victims

- Education and Health care trust (organisations where reputation is vital)

- Businesses not previously known to be victims.

Consequent reports from Cyber Alarms will ONLY lead to Nottinghamshire Police investigations where the Offender and Victim are both residents within Nottinghamshire

4.5.5 **Further collaboration opportunities, currently under development**

- An e-learning package has been created with the intention of this being shared with all front line Police and Fire Officers and a different version being used to educate the general public. The training covers the core messaging, which is aligned with the NCSC.

- Having identified a gap in education around the risks of Cyber Stalking, particularly in domestic abuse relationships we are currently in the process of trying to secure monies through Innovation funds to develop and implement a 'train the trainer' campaign for local domestic abuse charities and other organisations such as Nottingham City Homes. They will then be able to share this knowledge with those vulnerable to this offence.

4.5.6 **Conclusion**

This report demonstrates that Nottinghamshire Police have taken significant steps forward, not only in developing specialist capability but also in understanding how cyber-related crime is present within conventional offending. It also acknowledges that there are limits to the effectiveness of investigation as a control measure, with prevention and avoidance of re-victimisation being a key and developing area of focus.

The national cyber program and regional support has been instrumental in providing the right training, guidance and momentum to develop Nottinghamshire' current resource, however the funding for this program is expected to conclude by March 2020. It is essential therefore, that commitment to this capability is fully adopted by Nottinghamshire Police and that continued professional development forms part of that commitment. Cyber is a fast paced and dynamic area of policing and can only be effectively combatted by tracking the developments in technology and criminal methods and adapting to these changes.

Investment in specialist training that keeps pace with technical developments in offending are crucial to providing an effective response to pursue serious offenders, whilst more generalised training is required to enhance the skillset of frontline officers who can more widely support protective messaging and identify vulnerability at first point of contact. It is important not to regard cyber in isolation, but to consider it more broadly. Positive examples of this have been to join connected functions, such as in the Economic & Cyber Crime Unit, with further plans underway to create a Digital Policing Hub that will draw expertise together under one management structure.

5. Financial Implications and Budget Provision

5.1   There are no financial implications arising from this report

6. Human Resources Implications

6.1   There are no HR implications arising from this report

7. Equality Implications

7.1   There are no equality implications arising from this report

8. Risk Management

8.1   There are no associated risks regarding this report.

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 arising from this report

11. Details of outcome of consultation

11.1   There has been no consultation on this report as it is for information only.

12. Appendices

12.1   None

13. Background Papers (relevant for Police and Crime Panel Only)

13.   None

NB
See guidance on public access to meetings and information about meetings for guidance on non-public information and confidential information.

For Information	
Public	Yes
Report to:	Strategic Resources & Performance
Date of Meeting:	6 November 2019
Report of:	CI 2284 Stapleford
Report Author:	CI Richard Stapleford
E-mail:	Richard.stapleford@nottinghamshire.pnn.police.uk
Other Contacts:	
Agenda Item:	6

IMPROVED RESPONSE TO MISSING PERSONS

1. Purpose of the Report

1.1 To update the Strategic Resources & Performance meeting in relation to the performance and situational context of the Missing From Home (MFH) Team. This report covers: HMICFRS findings, recommendations and progress, the demand profile, risk assessment process, force and inter-agency response, and lessons learnt from other forces.

2. Recommendations

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

3. Reasons for Recommendations

3.1 To inform members of the Strategic Resources and Performance Board of the Force activity and progress.

4. Summary of Key Points (this should include background information and options appraisal if applicable)

4.1 Following the inspection by HMICFRS in 2015, below are the recommendations that were highlighted and subsequent action that the force has taken.

Recommendation: *By September 2016, Chief Constables should ensure that information management processes are in place which focuses on outcomes for children who go missing, and to provide better analysis to understand the effectiveness of the police and multiagency responses. Information should include the diversity of the communities the forces serve.*

A performance dashboard has been developed which shows a daily report of missing people. It provides monthly data from missing reports, breaking down the diversity and patterns within those reports. This provides a better analysis for understanding the effectiveness of the police and multiagency responses and helps to identify if there is a missing profile. This allows us to highlight and prioritise risk and vulnerability. The COMPACT missing person management system compiles statistical and fact based

information that is easily assessable. It is also used to record the investigative work undertaken and all safeguarding strategies and plans.

Two missing person 'problem profile' and threat assessments' completed in 2017 and 2019 provide the intelligence data that directs MFH team daily activity.

Management data is produced and used to formulate the agenda for a monthly multi-agency meeting, formally known as the 'Multiple Missing and Hotspots Meeting'. This meeting reviews persistent reporting locations within the Force area as well as the most frequent and vulnerable missing children within Nottinghamshire. The majority of names on the agenda are taken directly from the data provided by police systems. This meeting is well established and is attended by key stakeholders who formulate safeguarding plans. In recent months the Police Youth Vulnerability Outreach Worker has been embedded into these meetings and has fast tracked certain children into the Police Cadet scheme; as a result of this there have been reductions in missing episodes. Three case studies have been completed in relation to children referred to this Vulnerability Outreach Worker and Police Cadet Scheme. In case study one, the person was missing seven times prior to the outreach worker involvement and only once since. Case study two shows the person was missing thirteen times prior to the involvement with the outreach worker and only once since. Case study three shows the person was missing three times before the involvement with the outreach worker and zero times since.

Recommendation: *The information derived from 'return home interviews' should not be hidden in the depths of COMPACT but should be all together to create a trigger plan of response if the person goes missing again, rather than going through the checklist of things to do on COMPACT.*

Action: A force form has been created (G2109) which gathers pertinent information from the missing person upon their return. The details from these forms are reviewed daily and shared with partner agencies. Information is used to develop the trigger plan for that person should they go missing again. This prevention interview is compliant with APP guidance.

Recommendation: *The force should improve its response to persistent and repeat missing children by ensuring information from previous missing episodes is used to develop a co-ordinated and prioritised response.*

Briefing documents are completed for those who are considered vulnerable to or subject of Child Sexual Exploitation as well as those who meet the definition of 'persistent and repeat' missing. These documents, which contain intelligence and information on prior missing episodes and areas of vulnerability, are shared with Neighbourhood Policing Teams, other organisational departments and partners via multi agency meetings in order to prevent and reduce future missing episodes.

In order to prepare for future HMICFRS inspection we have gathered information from other forces to consider the recommendations that have been identified within their reports. As a result we have developed a MFH team '4P' HMICFRS action plan to ensure that Nottinghamshire Police is delivering in the areas identified within the other forces inspections.

4.2 The demand profile of Missing Persons within Nottinghamshire.

Total MFH reports for the past three years are: 3,548 (2017), 3,454 (2018), and 3,395 (2019). Demand appears to be relatively stable with no significant increases noted.

Due to a number of factors and outside influences that are beyond our control, predicting the demand of missing persons is difficult. The introduction of a dedicated missing from home (MFH) team, who conduct and implement comprehensive investigations and safeguarding initiatives enable us to target and reduce 'repeat' MFH incidents. It is however impossible to prevent reports that relate to people missing for the first time.

Current key areas of demand and risk are associated with child sexual exploitation, mental health, suicide, dementia and children missing from home and care settings.

Demand is likely to be impacted by reports of missing persons with criminal exploitation links to county lines. Although low in terms of the number of incidents reported, these are expected to increase. Nationally there has been a rise in awareness, risks and reporting of incidents linked to child sexual exploitation, criminal exploitation and mental health related incidents which highlights the importance of a dedicated force resource in the missing from home team. It is expected that over the next 4 years, demand will remain stable unless changes are made to policy nationally or local processes are significantly altered.

Mental health hospitals and compliance with joint protocols is considered a risk and further work is required with these establishments to ensure all required actions are completed prior to reporting someone as missing to the police. This is an area that could reduce demand for Nottinghamshire Police in the future.

Missing- no apparent risk

Missing no risk – when an individual is reported as missing, but there is no apparent risk identified in relation to vulnerability or their own risk as well as meeting other assessment criteria. This is managed through the control room, with actions advised to the family, and progressed accordingly. This is re-evaluated every 5 hours, and should the individual still be missing at 72 hours, a missing person enquiry is commenced.

Whilst data from 2016/17 to 2018/19 shows a general reduction in reports of 296 incidents (-9.4%), overall demand within this time period has been relatively stable:

- 2016/17: total no apparent risk reports – 3,161
- 2017/18: total no apparent risk reports – 3,164
- 2018/19: total no apparent risk reports – 2,865

These incidents are managed within the control room and officers are not dispatched for attendance. There are no statistics available to show the cost of managing these incidents.

Missing persons

These are incidents where officers are dispatched to instigate a missing investigation.

Figures from previous financial years for all Low, Medium, and High missing person reports:

DESCRIPTION	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR	TOTAL	YEAR
Missing Reports	263	254	262	319	228	231	46						1603	2019/2020
	283	351	334	306	291	271	273	270	252	253	247	264	3395	2018/2019
	242	302	351	318	266	324	320	305	249	279	241	257	3454	2017/2018
	264	299	278	327	280	333	286	305	264	262	312	338	3548	2016/2017

- 2016/17: total missing reports – 3,548
- 2017/18: total missing reports – 3,454
- 2018/19: total missing reports – 3,395

This represents a reduction of 59 incidents (-1.7%) on 2017/18 figures and -4.3% on 2016/17 figures.

The 12 month (to September 2019) 'rolling' picture of MFH reports shows even greater reductions:

- Total Missing reports: 3116 equating to 371 fewer incidents (-11%)
- 66% of the 3,116 reports related to children and young people, whilst 34% related to adults.
- There were 370 fewer reports relating to children and young people signifying a -15% reduction in demand.
- The average time a person is missing is now 22.98 hours, which is down from 54.8 hours
- A 21% reduction of 'repeat' MFH reports, which is 264 fewer incidents than in 2018 (1,262).
- 734 recorded 'in care' reports, which is 178 fewer than 2018 (912) – equalling a -19.5% reduction.

<u>Cost savings</u>

[1]According to Home Office (2005) estimates, the cost of investigating a missing person is three times that of a robbery investigation and four times more than a burglary investigation. [2] For a 'medium risk' missing person without use of specialist resources the typical investigation time is 18 hours.

National statistics for the costing of an average investigation based on risk levels are: Low & Medium risk cases costs on average £2,500 and a High risk case £8,500.

Taking the figure of £2,500 as a base figure and using this in line with the reduction of 371 'total missing reports' we can see that the MFH team have in effect saved Nottinghamshire Police £927,500 or 6,678 hours' worth of front line officer investigation.

The reasons for these reductions are multi-faceted and contributing factors detailed below are attributed to the success of the MFH team:

- The overall reduction in figures suggests a general trend downwards, which has been evident since Nottinghamshire established the MFH team in 2014.

- Having a bespoke and specialist MFH team which comprises 'Locate' and 'Safeguarding' elements has meant the development of expertise within the team, and close working relationships between the team and other departments and partner agencies. This has created a 'holistic' approach to missing people which has driven the general trend downwards.

- Reduction in missing reports on COMPACT due to the training provided to Contact Management Sgt's and control room staff by the MFH team. This has resulted in better decision making by the control room on what is a missing person and what is a 'missing no apparent risk'.

- Co-location with the Mental Health Street Triage Team has resulted in numerous cases being closed as deliberate absences after consultation with the triage team.

- Once on COMPACT, the fall in average time missing is due to a strong approach in the MFH team and close working relationships with colleagues on division which ensure enquires are conducted in a timely manner.

- The timely and appropriate use of technological investigation methods is a further contributory factor in ensuring expedited MFH enquiries are completed.

[1] Greene,K.. and Pakes, F. (2012). Establishing the cost of missing person's investigation.

[2]Greene, K. and Pakes, F. (2013). The cost of missing person investigations: implications for current debates. p. 5.

The use of social media to communicate with missing people and their associates is a good example of this.

- Centralisation of the department at FHQ and close location to specialist search advisers (PolSA) means that expert advice and proactive MFH briefings can take place at the earliest opportunity for the high risk search investigations.

- Reports for children and young people (under 18 years) are down due to effective and on-going education of care placements in relation to reporting protocols and their responsibilities in safeguarding and locating the people they care for. The MFH Safeguarding Team actively challenge poor reporting and work with the managers of such homes to educate staff and robustly apply appropriate care and reporting plans.

- The introduction of the Herbert Protocol has meant a reduction in time missing for vulnerable dementia sufferers.

- Some of our high risk and repeat missing persons have been quickly located and robustly safeguarded by Nottinghamshire Police through the use of police protection and a very strong approach from the MFH team. This has resulted in some repeat missing persons being moved out of county.

The key to achieving these significant demand reductions is by having a robust approach to missing persons.

4.3 There are numerous stages of risk assessment when dealing with a missing person.

The first of these assessments occurs when the incident is called in to the control room. The call handlers have a pro forma consisting of 24 questions to gather information and assess risk. A supervisor within the control room completes a THRIVE assessment which assesses threat, harm, risk, investigation, vulnerability, and engagement requirements which identifies the initial risk level and dictates the police response. If the decision is made for the incident to remain as 'missing - no apparent risk' then the control room manages this work within their department in accordance with policy guidelines, up to the point the incident is closed or an officer is dispatched.

For missing incidents with an apparent risk (low, medium or high) officers are then dispatched to the incident. Officers use the information from the incident log, information gathered at the scene, and that which is held on policing systems. The officer completes a risk assessment on the COMPACT missing person's management system, which is assigned to a Demand Management Inspector (DMI) who assesses the information and ratifies, or alters, the assessed risk level. Force policy has been amended to direct that these risk assessments are signed off by an Inspector within two hours of them being submitted by the attending officer.

The MFH team conducts dip testing to ensure compliance. On a daily basis the MFH team assess all current missing persons on the COMPACT system and discuss these with the DMI at daily management meetings. Area sergeants and the MFH team conduct written reviews on all missing cases during each tour of duty, highlighting any change of circumstances that would direct a change in risk level. Where a case is assessed as high risk the reviewing officer will be a Detective Chief Inspector (DCI) who will review the case and set the investigation plan. Force policy dictates that missing person cases will have written reviews at 24 hours, 72 hours and 7 days. However, the reviewing Inspector or DCI can make a decision to have additional reviews set in line with the risks.

4.4 The MFH team have worked to develop their force and inter-agency response by implementing a number of measures.

- A monthly multi agency meeting known as the 'Multiple Missing and Hotspot Meeting' is held with stakeholders to discuss the most frequent and vulnerable missing people. This acts as a scrutiny panel and sits above multi agency meetings to ensure all safeguarding actions have been identified and implemented in a timely manner. This meeting is now attended by the force's vulnerability officer who provides greater scope to safeguard those as identified as being most at risk.

- A joint safeguarding board policy was completed and signed off with key internal and external stakeholders in May 2018. This lists each agencies individual and joint responsibilities with regards to the safeguarding of children reported missing.

- Partners from social care, charities and the health service have worked together to raise awareness of vulnerable adults who go, or may go missing. As a result, a scheme has been implemented which provides a more effective and efficient response to this group of people, in line with the golden hour principles.

- Our Missing Person Coordinators proactively seek to reduce future vulnerability by attending multi agency meetings for persistent and vulnerable missing people. Within these partnership meetings, pertinent information is shared with partner agencies and action plans are developed to reduce future missing episodes and to safeguard the individual.

- The MFH team work closely with social care for live missing cases in order to have a joined up approach to safeguarding the individual. We aim to keep open channels of communication flowing throughout the investigation ensuring that each agency is central to the process, whilst challenging poor practice where required.

- The COMPACT missing person recording system is set up to automatically notify social care when a person has been reported missing. They are then sent information when the person is located and a summary of the circumstances surrounding their location and a copy of the police prevention interview (G2109) which enhances information sharing processes. The local authority then

conduct their own return interview, in instances where a child has been missing, and any information that needs to be reported to police, is shared.

- The recent successful ADA proposal culminated in the recruitment of two additional officers increasing the capacity of the team from four to six officers. This allows them to reduce the demand on frontline resources whilst providing a consistent and robust approach to missing investigations seven days a week. The team is led by a full-time safeguarding sergeant, thus increasing the team's capacity and safeguarding oversight.

- In May 2019 the Missing from Home team co-located at FHQ. This has allowed better continuity in investigations and safeguarding, enhancing the 'one team' ethos. Centralising the team has afforded resilience that now enables consistent and effective community enquiries across the entire Force area.

- As of October 2019, the Mental Health Street Triage Team have co-located to FHQ and work closely alongside the missing team and provide us with real time information, advice and support, in line with our enquiries.

- We continue to work very closely with dedicated teams linked to Modern Slavery, County Lines, SEIU and Child Abuse to share information and learn about emerging trends that could impact our area of business.

- We seek to stay at the forefront of technological advances that could aid the investigations of missing people for example; contacting missing persons via social media applications and data extraction. This information, along with information from the wider investigation, is used to form part of a trigger plan, which are regularly reviewed.

  Officers continually seek telecommunications and social media data to locate missing persons and obtain details of who has been in contact. This information is used to safeguard the missing person or notify partners of inappropriate contacts / associates. In 2018, the missing team completed 379 'CyComms' / SPOC applications; we consider this a vital part of safeguarding whilst the person is missing. This information forms part of the requests to issue child abduction warning notices, and can be shared with other departments as necessary.

- Regular training is developed by the MFH team and delivered in force, raising awareness of missing from home processes and policies to ensure a streamlined approach from the force.

- MFH team members attend both regional and national forums in order to represent the force, to share and learn best practice.

- Force policy and guidance documents are sent to Sergeants to brief front line officers and neighbourhood teams in order to raise awareness of missing processes and any associated risks.

- The COMPACT missing person system is a valued source of intelligence. All relevant departments are briefed to effectively search and extract information from this system.

- We have recruited a LAC (Looked After Children) officer for the county in addition to the city area, which will provide resilience and a more robust response to safeguarding young people within residential children's homes.

The MFH team continue to develop and learn from own force and other forces investigations

- Missing person investigations are transferred in and out of Force in line with national guidance, which dictates that the Force with the best chance of locating the missing person should own the investigation. Learning from forces is shared resulting in our systems being updated, enabling us to compare investigative practices and as a result learn possible adaptations that we could make to improve our own practices.

- The MFH team receive monthly regional digital learning bulletins. These highlight round-ups of examples of IOPC investigations. From these we continue to learn from the work of others and seek to improve our professional practices by integrating these lessons into our daily business.

- The MFH team have noted from experience that there is no standardised process in which information is transferred between forces when a vulnerable child or adult, with a missing history, is moved between counties and force areas. As a result of this we proactively seek to gain information around their risk and vulnerabilities, from partner agencies. From this information we develop a trigger plan to safeguard the person from the earliest opportunity and ensure officers have the information to hand to assist them with accurate risk assessments. If a Nottinghamshire child is re-located outside of our county borders we provide the hosting force with a detailed handover.

5. Financial Implications and Budget Provision

5.1   None

6. Human Resources Implications

6.1   None

7. Equality Implications

7.1   None

8. Risk Management

8.1   None

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

9.1   There are no policy implications known or expected. The Force Missing Policy is in the final stages of being updated and we are at the sign off stage. This should be completed by the end of October 2019. The policy has been regularly reviewed or amended where required previously.

10. Changes in Legislation or other Legal Considerations

10.1   None

11. Details of outcome of consultation

11.1   None

12. Appendices

12.1   None

13. Background Papers (relevant for Police and Crime Panel Only)

13.   None

For Consideration	
Public/Non Public*	Public
Report to:	Strategic Resources and Performance Meeting
Date of Meeting:	6th November 2019
Report of:	Paddy Tipping Police Commissioner
Report Author:	Kevin Dennis
E-mail:	kevin.dennis@nottinghamshire.pnn.police.uk
Other Contacts:	Kevin Dennis
Agenda Item:	7

POLICE AND CRIME DELIVERY PLAN (2019-20) – THEME 4 TRANSFORMING SERVICES AND DELIVERING QUALITY POLICING

1. PURPOSE OF THE REPORT

1.1 The purpose of this report is to provide the Commissioner with a progress report on how the Chief Constable and partners are delivering his strategic activities in respect of Theme 4 of his Police and Crime Delivery Plan (2018-21) for 2019-20.

1.2 The report identifies an outline of the strategic activities that have been progressing across policing and community safety since April 2019 in respect of Theme 4.

2. RECOMMENDATIONS

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

3. REASONS FOR RECOMMENDATIONS

3.1 The Police and Crime Panel have requested an update on Theme 4 in its work plan for 2019-20 and this report will also be submitted to the Panel meeting of 25th November 2019.

3.2 This monitoring report provides an overview of the delivery of the activity and performance in respect of Theme 4 of the Police and Crime Plan (2018-21) during and up to quarter 2 of 2019-20.

4. Summary of Key Points

4.1 On 7th February 2018, the Commissioner presented his new Police and Crime Plan (2018-21) for implementation commencing 1st April 2018. The new plan has four new themes:

- T1. Protecting People from Harm

- T2. Helping and Supporting Victims

- T3. Tackling Crime and Antisocial Behaviour
- T4. Transforming Services and Delivering Quality Policing

4.2 On 7th February 2019 the Commissioner submitted a revised Police and Crime Delivery Plan (2019-20)[a] for implementation commencing 1st April 2019.

4.3 **Appendix A** provides a table summarising the progress and achievements in respect of Theme 4 of the plan. The activities have been graded in terms of completion/progress and it will be seen that all activity is graded Green.

5.	Details of outcome of consultation

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

6.	Appendices

6.1 **Appendix A:** Table detailing the progress and achievements of the Commissioner's toward Theme 4 of the Commissioner's Police and Crime Plan (2018-21).

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

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

For any enquiries about this report please contact:

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[a] *Click this link to download the PCC's revised Police and Crime Delivery Plan (2019-20)*

POLICE AND CRIME DELIVERY PLAN (2019-20)

Working with you for a safer Nottingham and Nottinghamshire

COMMISSIONER'S STRATEGIC THEMES UPDATE - UPDATE (Qrt 1 and 2)

V1

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

Green	Achieved or Adequate Progress being Made	Amber	Started but Inadequate Progress or Risk that it won't be achieved	Red	Unachieved or strong likely that it won't be achieved	White (NS)	Not Started but Planned to take place during later Qrt
Number & %	15/15 (100%)	Number & %	0/0 (0%)	Number & %	0/0 (0%)		0/0 (0%)

THEME 4: TRANSFORMING SERVICES AND DELIVERING QUALITY POLICING

No	Organisation	SPECIFIC DELIVERABLES OF COMMISSIONER, CHIEF CONSTABLE AND PARTNERS	RAG Status
1	Force	Ensure the force achieves a balanced budget and reduces non-pay costs to grow officer numbers and increase service capacity	G
		The Force's approved budget included £3.3m of efficiency savings of which £1.3m relates to non-pay costs. Current monitoring shows that we are on track to deliver these savings although some risk exists in the timing of the delivery of some of the non-pay costs. The budget provided for the uplift of 40 Officers, however this has now been overtaken by Governments pledge to deliver an extra 20,000 police officers. This Force is currently working with the Government to deliver an additional 150 Officer uplift in the current financial year (this will be funded by local and national funding).	

2	CR/PT	Continue to put forward a strong national case for Nottinghamshire to receive a fair share of policing resources	G

The PCC is deputy lead of the national APCC Finance & Collaboration body which represents all PCCs in relation to the CSR (Competitive Spending Review) submissions, the funding formula review, resource & demand, non-grant funding and estates & sustainability. Continual lobbying by this group has clearly influenced the Government to commit to providing funding for 20,000 additional police officers nationally over the next three years.

3	DH	Work with independent external partners to further improve understanding and management of policing demand	G

Crest Advisory have concluded the first phase of their demand modelling work. This culminated in a roundtable event in Nottinghamshire hosted by the PCC on 30th September which brought together national and regional experts police demand including representatives from the Home Office, HMICFRS, College of Policing, Police Foundation and Cabinet Office. The findings of Crest's work are helping to ensure that our resources are configured to achieve best value for money. The PCC intends to continue to work with Crest during 2019/20 to develop more sophisticated and dynamic demand modelling and demand management approaches and explore opportunities to identify process and service efficiencies, review the resources, skills and specialisms required of a 21st Century police service, understanding drivers of demand to inform targeted prevention and problem solving activity and better understand outcomes from partnership and collaboration activity. The OPCC is also undertaking work to better understand community needs and expectations of the police in Nottinghamshire via focus groups and involvement in national research being led by the Police Foundation which is scheduled for publication later this year.

4	Force	Continue to develop understanding and response to higher than average 999 and 101 call rates and address inappropriate or misplaced calls for service	G

For the year ending 2018/19 the call handling performance of answering 999 calls in 10 seconds for rose from 95.3% to 97.1%, despite there being a 3.4% increase in such calls, from 179,825 to 185,979. Calls were answered in an average of 3 seconds. The increase in 999 calls has been evidenced nationally though there is no clear reason identified for this that could cause reduction activity to take place. The force continues to publicise weekly inappropriate 999 calls in an effort to reduce this number; this publicity has achieved national circulation on a couple of occasions.

101 calls have seen a 3.1% reduction from 424,496 to 411,402 this has been supported by a 60.3% reduction in abandoned calls which a meant those callers who put the phone down have not had to call again, which would register as a further call. Calls were answered in an average of 58 seconds against a 60 second target and 72.8% of all calls were answered in this time compared to 58.4% in the previous year.

Both the 999 and 101 call handling performance improved largely because the full staffing establishment was achieved and because the re-modelled shift pattern puts staff on duty to answer calls when they were predicted to arrive.

5	Force	Continue to invest in and promote the welfare of officers, staff and volunteers	G

Nottinghamshire Police recognises that our people are our most valuable asset. Our people are the constant and critical success factor in respect of our past achievements and will be for our future successes. In order to achieve our vision, we need to ensure that they are effectively supported, developed and representative to meet both their needs and the needs of the public of Nottinghamshire.

We know that wellbeing means many different things to different people from physical, psychological and financial wellbeing. Our mission is to have a healthy, happy and engaged workforce. To do this we will strive to deliver a positive and healthy workplace, seeking to ensure that Nottinghamshire Police is an employer of choice and delivers a service that works for local people. We are currently developing a 5 year Wellbeing Strategy that will listen to our workforce, commit to develop and embed wellbeing, provide a fit for purpose estate and ensure our practices and procedures recognise and support wellbeing creating a culture that is free from stigma and judgement.

We are currently reviewing and evaluating the wellbeing initiatives the Force adopts to ensure that we know what has been effective and what has not. We are reviewing policy and procedure putting employer of choice front and centre and doing the right thing by our staff. We have completed a Staff Survey to ensure that we listen to our staff and when the results are received we will publish them and put in place actions to address their concerns being honest about what can reasonably be achieved.

We have developed a comprehensive communications plan which provides meaningful information in one place, accessible by all our staff. We will publish widely information relating to our Employer Assistance Provider – PFOA so that our staff are aware of what is available and we will engage with our staff associations to ensure the support they offer is accessible and published. We are also developing a robust governance programme which builds on the work already completed to ensure we have wellbeing champions across the Force.

6	Force	Work with partners to identify further collaboration opportunities for pooled budgets, efficiencies and improved services	G

Work is underway to develop a Tri-Emergency Service Hub at the Ambulance Station at Annesley Road, Hucknall and this is expected to be fully operational by the end of January, 2020. This development will bring together EMAS Ambulance and Paramedics, with the Hucknall Fire Station and the Ashfield Response and Neighbourhood Policing Teams and as a consequence will lead to improved inter-agency working and efficiencies as a result of the closure of other Police and Fire Buildings.

Nottinghamshire Fire and Rescue and Nottinghamshire Police have recently agreed that the Police training teams based at the Watnall Road Training Centre will move into underutilised space at the Highfields Fire Station in October 2019. This will enable the police to exit the lease at Watnall Road earlier than was originally planned thus providing savings.

In a similar way to the Tri-service hub it will promote interagency working, particularly with regard to driver training as both police and fire driver training teams will be based in the same building. Work is now taking place to enable the Police teams based at West Bridgford Police Station to co-locate with the Fire teams

based at the West Bridgford Fire Station. This move will enable both Police and Fire to retain a base in that community and also enable the police to generate some efficiencies from its estate that will ensure its ability to maintain its levels of front line staff. This move is expected to take place towards the end of 2019.

Following a decision of the Police and Crime Commissioner and the Fire Authority work is taking place to develop a shared Police and Fire HQ at the existing Police HQ at Sherwood Lodge.

A planning application has been submitted that would see an £18.5M re-development of the site to include:

• Space for shared HQ functions
• A new Control Room
• New Police Training School to replace the two existing sites in Hucknall
• A canteen
• Multi-purpose hall and Gym
• Conferencing facilities
• Reconfigured and enlarged car parking space

The planning application is to be determined in October 2019 and if successful enabling works will commence soon after. Subject to planning the main building work will commence in July 2020. The main building will then be completed and occupied by the end of December 2021.

This development will bring together both Police and Fire Command teams and it will provide a first class facility from which major incidents across Nottinghamshire can be managed. Once occupied there will be efficiencies for both organisations through the disposal of the Fire HQ at Bestwood Lodge and the two police training sites.

Operational Initiatives

Police and Fire are working together to create a capability to routinely deploy Areal Unmanned Airborne Vehicles or more commonly known as 'Drones'

This project is progressing well with a group of 10 pilots in training and they are expected to be operationally deployable at both police and fire lead incidents by the end of December 2019.

This approach will provide additions in operations such as missing persons, sporting events, protest, firearms operations and tackling rural crimes.

This also provides an intermediate measure when the request for support does not quite meet the level of risk that would result in the deployment of the National Police Air Service Helicopter. Experience from other parts of the country indicate that this equipment will prove extremely effective in preventing people from suffering serious harm.

7	Force	Develop a programme of collaboration with the Fire and Rescue Service, including sharing estates, vehicles and training	G

The Force is transferring its driver training to Highfields Fire Station in October 2019, where it will be sharing facilities with the Fire Service.

At the Hucknall Ambulance station the Force is building an extension with the Fire Service that will accommodate Police Neighbourhood and Response Team and the Fire Service, in what will be a Tri-Force building, which is expected to be fully operational early in 2020.

In West Bridgford the Force will soon to begin alteration works within the Fire Station to create accommodation for Police officers and staff from the current Police Station, and create a shared Police and Fire station and be operational early in 2020. We continue to work on the development of the joint Police and Fire HQ at Sherwood Lodge, which is expected to be, completed late 2021.

8	Force	Increase co-location of public services and where beneficial the sharing of information, buildings and people	G

In 2019 the Force opened a Partnership hub with Bassetlaw District Council at the Queens Building in Worksop, where officers and staff from the former Police Station have been relocated, and this also includes a Front Counter service for the public to visit.

We are transferring our driver training to Highfields Fire Station in October 2019, where we will be sharing facilities with the Fire Service.

At the Hucknall Ambulance station we are building an extension with the Fire Service that will accommodate Police Neighbourhood and Response Team and the Fire Service, in what will be a Tri-Force building, which is expected to be fully operational early in 2020.

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We continue to work on the development of the joint Police and Fire HQ at Sherwood Lodge, which is expected to be, completed late 2021.

9	Force	Consider any Government opportunities for further devolution of criminal justice services, victims, witnesses and offenders	G

The OPCC are identifying and exploring further opportunities for local devolution arising from national and regional reform. The PCC has a devolved budget from the Ministry of Justice to provide local support services for victims and witnesses.

10	Force	Embed the National Enabling Programmes and Digital Policing Strategy 2025 to modernise the management and delivery of IT services	G

There are 3 visible stages to NEP implementation. 1) 50 user technical pilot – this went live in early June 2019, with users mainly within Information Services and serves the purposes of a limited test of the technology on Nottinghamshire's network and infrastructure. This has been a valuable learning experience, which has served to unpick some teething issues and will undoubtedly smooth the process of further rollout. 2) 250 user pilot – this is scheduled from January 2020 and will be based around users for 5 defined 'use cases'.

The teams involved are COT, CSI, Operational Planning, the force Portfolio Management Office and Corporate Communications. Prior to approval being given to move to this phase, considerable testing is undertaken of the IT security arrangements of the organisation and this is where the bulk of the effort has been concentrated in recent months. We have successfully run a table-top exercise for approval to connect to the National Management Centre, which will remotely scan for potential cyber-attacks against the force.

The National NEP team are currently in force conducting an NEP Security Assessment. This will undoubtedly result in a number of actions, but every indication is that we are well placed to achieve sign-off to move to the 250 user pilot stage. 3) Full force rollout to all users – this is scheduled to take place from April 2020 onwards and is likely to take the form of rollout to a team or business area at a time; in order to manage the demand on IS services and user training and support.

A change champion's network has been established with members from across the organisation, and they will be fully engaged throughout the process.

11	DH	Undertake research and co-engagement activity to build a better understanding of communities	G

The first phase of Nottingham Trent University's research project exploring the needs and experiences of new and emerging communities has concluded. The project engaged with diverse ethnic and cultural groups across Nottinghamshire with a view to improving partner agency understanding of the lived experiences of 'new' and 'emerging' communities, and in particular, the challenges and barriers they faced in accessing services and how these could be overcome. The research also considered experiences of hate crime and perceptions in relation to Brexit.

The PCC and SNB partners are now developing responses to the research recommendations which include; improving information on migrant groups in Nottinghamshire via a snowball sampling framework in order to enable important information to be cascaded onto other migrant groups; providing additional support and advice to be provided to migrants to help them get off to the best start in understanding their rights and obligations; canvassing key information such as the police 101 number and 111 NHS numbers to those nor currently engaging engage with existing community groups; work more closely with schools and universities as organisations to disseminate key information; enhancing the availability of interpreters and small voluntary groups playing a key role in providing access to English; ensuring regular police engagement with new and emerging communities via non-uniform community policing resources; explore

more work in schools with respect to education on cultural differences. The researchers have gained extensive access to a range of local new and emerging community representatives as part of this work which the PCC and partners are keen to maintain and develop going forward

12	Force	Invest in community-led initiatives to facilitate positive relationships between BME and/or new and emerging communities and the police	G

In respect of community led initiatives, we have significantly changed both our HR and CIPD approach – which now includes;

- Community cohesion coordinator (reaching out to hard to reach communities)
- Vulnerable outreach worker (fast tracking vulnerable youth / hard to reach communities into the police cadets)
- Dedicated mini police SPOC (440 inner city pupils now involved in this programme)
- SEIO programme (all schools have a dedicated officer)
- Children in care officer (disproportionately affects BMAE children from poorer areas)
- Hate Crime Officers (working with seldom heard communities)
- Dedicated Positive Action team linked with Operation Uplift

Nottinghamshire Police are engaging with BMAE/new and emerging communities from a grass roots level through to adults. The IAG are wedded to this programme and are assisting with police promotion boards and observing on new police recruit interviews.

New Police recruits now have a dedicated days input around community cohesion, and also meet the community in a local setting to ensure better and more cohesive relationships – this programme has now been running for 18 months, and with a good level of success. Many new recruits were also involved in significant community events throughout 2019 including Stephen Lawrence Day and Taken Too Soon. Both these events were well attended and received positive media coverage.

13	Force	Develop a police workforce that is more representative of the communities it serves and implement HR Strategy to fulfil requirements of the Equality Act 2010	G

The Force will continue to deliver positive action initiatives aimed at retention and progression and seek to encourage individuals from under-represented groups to consider opportunities to work with Nottinghamshire Police as police officers, police staff, special constables, cadets and volunteers. People Services is currently finalising the Force's 5 year People Strategy and plans.

Diversity picture for the Force at 31st July 2019: The male to female ratio being 55.59% male to 44.41% female (female ratio +0.08% on the previous month). BME representation for the force increased by 0.03% to 5.83%. The first regular Police Officer cohort of the financial year started on the 26th April 2019, with a

BME % of 16.67%, the second cohort who started on the 7th June 2019 has a BME % of 11.11%, and the third cohort who started on the 12th July has a BME % of 5.56%, The overall BME % for the first 3 cohorts of 2019-2020 to date stands at 11.32%. The percentage of the force with a self-declared disability has decreased slightly by 0.01% to 4.41%.

The majority of staff fall into the 26 to 40 and 41 to 55 age bands (40.47% and 40.61% respectively). 10.73% of the force are 25 and under and 8.19% of the force are in the 55+ age band.

Operation Uplift is as a result of the government, pledging to increase police officer numbers by 20,000 within 3 years. Nottinghamshire Police are using this opportunity to further develop our positive action strategy, and ensure that Nottinghamshire Police is more representative of the communities, building on recent success. Operation Uplift is split into three phases – the first being our initial pool of candidates, those with SEARCH transfers from other areas, and then also looking at transferees and re-joiners. During this specific phase, we have utilised opportunities, including the National Black Police Association and other support networks, to attract those with protected characteristics – the first 9 transferees have been 33% female and 22% BAME.

However, the local strategy is of significant importance to us, and that is why in phase 2 of Operation Uplift – we will be changing our method to directly target specific communities and ensure that we 'go to the communities' as opposed to expect them come to us. We have also sought assistance from external stakeholders, including famous BMAE professional sportsmen/women and KIN networks; to help unlock new opportunities, together with a refresh of our communications and media strategy.
Phase 3 is our medium to longer term plan, which will involve utilising our more diverse police cadet programme, university and higher education programmes, plus other initiatives such as 'Inspire to Achieve'. Our Police Cadets sit at 20% BMAE and almost a 60/40 gender split, which shows that at a grass roots level, we are improving our representation, which will stand us in good stead for the future.

It is important to note, that Operation Uplift equally applies to police staff – and therefore we can jointly tackle the disproportionality in both officers and staff, however both the race and gender divide is far smaller for staff than officers.

14	Force	Support innovative customer-led approaches to better informing and engaging with local communities and support the transition to Single Online Home	G

Having made a decision to delay implementation in January of this year due to concerns about cost, the readiness of the platform and that we would be losing services by moving away from our existing website, we are now expecting to go live between April and June 2020, when we expect that the services included with SOH will have matured and the pro rata cost will have come down as more forces will have on-boarded. The section 22 agreement has now been signed by the CC and the PCC. In the meantime, provision is being put in place locally for submission of dash cam footage by the public and for online payments for licences etc., which are 2 of the elements of SOH. We have also developed an online crime reporting function as the national product was withdrawn over the Summer, in favour of the SOH service. The service to the public has been seamless in this regard.

15	KD	Introduce a new model and accountability arrangements for dealing with complaints against the police	G

Update 10.5.19 LG: The implementation date for PCCs taking on responsibility for dealing with public complaints has been delayed. It is expected that any changes will now be introduced between September-December 2019 although there may be further delays due to Brexit and the PCC's elections. In preparation for these changes, work is underway to gain a better understanding of complaints demand submitted to the Force from the public under the Complaints Reform – a definition of a complaint will be 'any dissatisfaction with service'. It is also expected that the Office of the Police and Crime Commissioner will need to take on an additional part-time member of staff to deal with appeals and help prepare for changes. We will have 6 months to implement the changes once they are enacted.

Update 23.10.19 LG: The plan is to lay five sets of regulations in early December 2019 and for all of them to come into Force simultaneously on 1st February 2020. The five sets of Regulations are: Conduct, Performance, Complaints and Misconduct, Police Appeal Tribunal Rules and Commencement Regulations (which will commence the relevant primary provisions in the Policing and Crime Act 2017 -mainly relating to complaints).

The draft Home Office Guidance and IOPC Guidance is being updated to reflect changes to the regulations. The final versions will not be available until the Regulations have been laid. It is recommended that the Police and Crime Commissioner should commission an external company to undertake the police complaint reviews with sufficient expertise to assess the level and nature of reviews for the first 6-12 months.

The external company will act independently under authority from the Nottinghamshire Police and Crime Commissioner's Chief Executive to undertake a review of complaints and make recommendations where the Chief Constable is the appropriate authority.

For Information	
Public/Non Public*	**Public**
Report to:	**Strategic Resources and Performance Meeting**
Date of Meeting:	**6th November 2019**
Report of:	**The Chief Constable**
Report Author:	**Suzanna Daykin-Farr**
E-mail:	**Suzanna.daykin-farr@nottinghamshire.pnn.police.uk**
Other Contacts:	**Jane.fisher@nottinghamshire.pnn.police.uk**
Agenda Item:	**8**

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

Performance and Insight Report – update to September 2019

1. Purpose of the Report

1.1   The purpose of this report is to inform the Police and Crime Commissioner of the key performance headlines for Nottinghamshire Police in the 12 months to September 2019.

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 Police and Crime Commissioner is aware of current performance in line with the Police and Crime Commissioner and Force priorities, as set out in the Police and Crime Plan.

4. Summary of Key Points

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

5. Financial Implications and Budget Provision

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

6. Human Resources Implications

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

7. Equality Implications

7.1   There are no equality implications arising from this report.

8. Risk Management

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

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

9.1 There are no policy implications arising from this report.

10. Changes in Legislation or other Legal Considerations

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

11. Details of outcome of consultation

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

12. Appendices

12.1 Appendix A: Performance and Insight report.

Nottinghamshire Police

Performance & Insight Report

Performance to 30th September, 2019

Guidance notes:

1. The following performance indicators are taken from the Police and Crime Commissioner's (PCC) plan 2018-21. The information is organised in line with the four strategic priority themes in the plan.

2. Wherever possible, performance information is provided for a 12 month period compared to the equivalent 12 months of the previous year, in order to provide an indication of trend. Where information provided is for an alternative period this will be stated.

3. Trend lines are included (where available) to provide a visual indication of trend over the last 24 months. High and low points in the period are shown as red and green dots. The colours are arbitrary and do not indicate positive or negative performance.

4. Additional insight is included in the report in order to provide context, in relation to performance exceptions only. A full report with narrative for each measure is produced once a quarter.

5. Where data has been supplied by a source outside of the Nottinghamshire Police Management Information team, this will be stated.

6. Amendments and additions have been added to this edition of the P&I report, in line with the revised Police and Crime Plan Strategic Framework (2018-21)
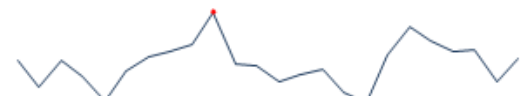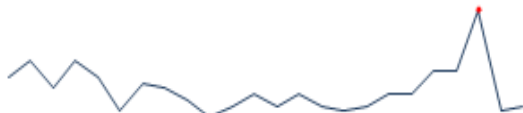
Strategic Priority Theme One: Protecting People From Harm

T1A: More vulnerable people are protected and safeguarded

	Measure	Performance	Trend	Insight
T1A	Police Effectiveness: Protecting Vulnerable People HMICFRS PEEL Assessment Grade	Good (2019)	⬆	**This is an Annual Measure** Improvement on 2017 assessment due in part to improvements in early identification and response to domestic abuse.
T1A.1	Safeguarding Referrals Adult and Child	+24.5%		Overall, there is a continuing upward trend in recording with a new peak in referrals in July 2019. August and September 2019 have seen slight decreases, but the trend is still positive. This allows confidence that the force and partner agencies are improving the identification and recording of safeguarding concerns, to ensure that appropriate safeguarding actions are in place to minimise the risk of harm. The 24.5% increase recorded this year equates to 1,266 additional referrals (an average of 105 extra per month).
T1A.2	Child Sexual Exploitation (CSE)	-20.9%		Recent months have seen a downward trend in the recording of CSE crimes and non-crimes, however, an upturn has been seen since May 2019 and the longer term trend is still positive. CSE is a relatively low volume offence type with a current average of around 48 offences recorded a month given the CSE qualifier. The 20.9% reduction represents 151 fewer offences recorded over the year.
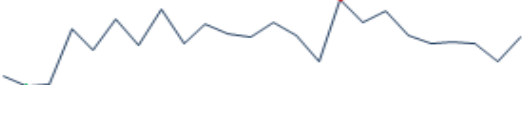
Strategic Priority Theme One: Protecting People From Harm

T1A: More vulnerable people are protected and safeguarded

	Measure	Performance	Trend	Insight
T1A.3	Missing Persons Report	-9.9%		The trend for Missing Person reports had seen a downward trend since May 2018, although, an upturn has been seen in recent months. Overall, reports saw a 9.9% reduction this year (345 fewer). The monthly average is currently 262 reports.
	Missing – No Apparent Risk (formerly Absent Persons Report)	-1.8%		The trend for Missing – No Apparent Risk reports has also seen a downward trend since July 2018; however, March 2019 saw an upturn with instances now stabilising. Overall, reports saw a 1.8% decrease this year, equating to 54 fewer reports. The monthly average is currently 251 reports.
T1A.4	Modern Slavery	-4.2%		Modern slavery is a relatively new offence which came in to effect in early 2016. As a result, there was an initial upward trend in recording, with offences then seeing a downward trend. Since January 2019, an upward trend has been seen again, with a new peak seen in July 2019, however, a sharp downturn has been seen since. This is a low volume offence type and has seen a 4.2% decrease in the 12 months to September 2019; a decrease of just 3 offences. The force continues to take a proactive approach to this type of offending - seeking out Modern Slavery offences in order to ensure that survivors are protected and offenders brought to justice.

Strategic Priority Theme One: Protecting People From Harm
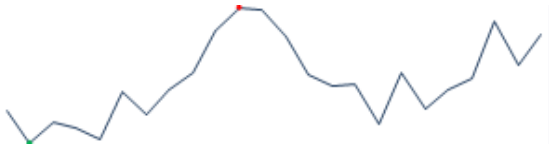
T1B: Improve capacity and capability to identify and deal with new serious and emerging threats

	Measure	Performance	Trend	Insight
T1B.1	Fraud Offences	+11.1%		There is an overall upward trend in the recording of Fraud offences, with an increase of 21.1% (304 offences) in the last 12 months; although, a decrease in numbers has been seen in recent months. Fraud offences represent a significant challenge to the police and in particular place a genuine demand on police resources, with investigations often complex and time consuming.
T1B.2	Online Crime	+6.7%		Online crime refers to offences where on the balance of probability, the offence was committed, in full or in part, through a computer, computer network or other computer-enabled device. The figures do not include fraud offences, which are captured separately. The trend is stable across the period with a steady upward trend, there has been an increase of 6.7% or 218 offences in the last 12 months when compared to previous 12 month period. The majority of online crimes recorded are harassment offences, specifically malicious communications offences which have taken place online on forums such as Facebook and twitter.
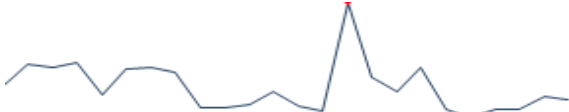
Strategic Priority Theme One: Protecting People From Harm

T1B: Improve capacity and capability to identify and deal with new serious and emerging threats
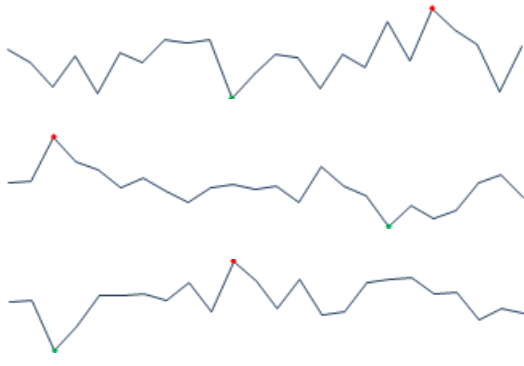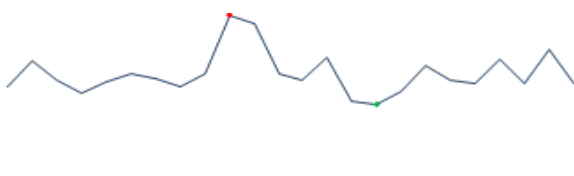
	Measure	Performance	Trend	Insight
T1C.1	Mental Health Related Incidents	+3.7%		The last 12 months has seen an increased monthly average of 1,537 incidents compared to 1,482 for the previous 12 months. July to September 2018 saw higher than average levels with a peak in incidents in August. Incidents have since seen a downward trend; however, from March 2019, levels have risen again as per the trend last year; probably indicative of the disparate days in the month ratio and better use of the tag at source by the Control Room. The increase of 3.7% recorded in the 12 months to September 2019 equates to 661 additional incidents when compared to the previous year.
T1C.2	Alcohol-Related Violence	-1.0pp		In order to build up a picture of violence offences where alcohol is believed to be a factor, the force is reliant on the use of an alcohol marker on the Niche crime recording system. The force is keen to build up the truest possible picture of alcohol-related crime, and has taken steps to improve the use of the alcohol marker in Niche. This action has seen the proportion of alcohol-related violence increase sharply from October 2017 to December 2017; the monthly rate has remained stable at a higher level since this point. The current trend remains stable with a rate of 16.9% of all violence recorded as alcohol-related compared to 18.0% for the same period last year.

Strategic Priority Theme One: Protecting People From Harm

T1B: Improve capacity and capability to identify and deal with new serious and emerging threats
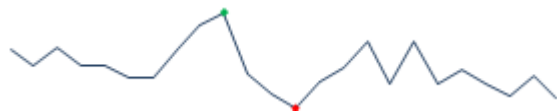
	Measure	Performance	Trend	Insight
T1C.3	Alcohol-Related ASB	-0.5pp		The trend chart reveals a downward trend in the proportion of ASB with an alcohol marker up to November 2018. A sharp upturn can be seen in December 2018 (potentially influenced by the Christmas season and New Year). The rate in the 12 months to September 2019 is 9.5% compared to 10.0% in the previous 12 months.
T1C.4	Drug Trafficking and Supply Offences	+26.3%		Drug trafficking and supply offences show a stable trend in the long term. The force records on average about 75 offences each month and this average has remained relatively stable over the last two years. An upturn in recorded offences was seen in March 2019 with further uplifts in June and July 2019. The upturn is attributed to various on-going operations conducted since the beginning of 2019, such as Op Reacher that has targeted various nominals and gangs and resulted in the increased recording of drug offences, weapons possession etc. Additionally, an increase in stop searches has taken place which again has resulted in more drug charges.
T1C.5	Perception of drug dealing and drug abuse	+1.0pp		**Police & Crime Survey to September 2019** Data to September 2019 – **51.0%** of respondents stated that they would like to see the police and other agencies do more to tackle 'drug use and drug dealing' in their local area. This has been increasing steadily since the survey was introduced in June 2017, with a 1.0pp increase on the June 2019 survey and a 8.0pp increase on 2017-18.

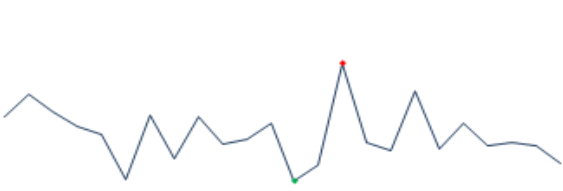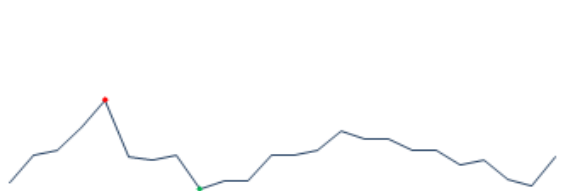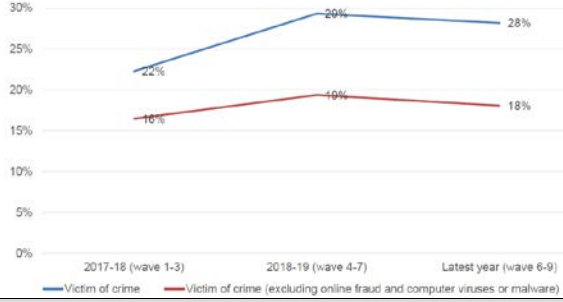| Strategic Priority Theme One: Protecting People From Harm			
T1B: Improve capacity and capability to identify and deal with new serious and emerging threats			
Measure	**Performance**	**Trend**	**Insight**
Strategic Priority Theme One: Protecting People From Harm			
T1D: Improve information sharing between organisations using ECINs			
Measure	**Performance**	**Trend**	**Insight**
T1D.1 ECINs use			**October 2019 Update** The ECINS Programme is a County wide programme incorporating over 40 stakeholder organisations including all local authorities, Police, Fire service, Health partners, Probations, Prisons, Housing and third sector providers. It aims to support vulnerable and complex people and to reduce crime and disorder through improving partnership working by harmonising information sharing processes and integrating them into a single shared system to enable effective insight into the complexity of an individual, the organisations and issues they are connected to and to avoid operational contradiction and silo working around individuals, locations and issues that span different organisational remits. As of August 30th, 2019, Nottinghamshire ECINS held:- • 38 active agencies (over 50 on the journey to use the system) • 1,380users of which 567 (41%) are Notts Police and Commissioners office. • 24,854 profiles • 24,846 cases Of the total volume of data inputs (cases, profiles, tasks, updates etc) on the system, 21% were from Notts Police.

Strategic Priority Theme One: Protecting People From Harm

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

Measure	Performance	Trend	Insight
			The internal delivery board for system implementation and operational realisation continues to function well. **Recent Success** • The dual Police and City council effort to transition MARAC in Nottingham City onto ECINs which went live in August of which Insp Paul Gummer and Insp Amy Styles-Jones were the force leads. • Growing partnership work in Gedling between Police, Fire, Housing and Local Authorities, driven by Insp Pearson. • Burgeoning co-operative management of the local authority warden service by Police and Council via ECINs Newark. **Principle Issues are:-** • Improving the volume of trainers and access to training (both beginner and remedial) due to an increasing business need for an increasing volume of department to use the system to work with partners. • System administration. • Dispelling the myths/memories of the early stages where usage by other partners was not as high as it is now.

Strategic Priority Theme One: Protecting People From Harm

T1B: Improve capacity and capability to identify and deal with new serious and emerging threats
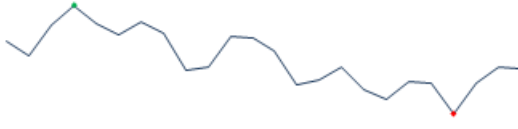
Measure		Performance	Trend	Insight

Strategic Priority Theme Two: Helping and Supporting Victims

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

	Measure	Performance	Trend	Insight
T2A.1	Domestic Abuse	+20.9%		The force is recording an upward trend in Domestic Abuse crime over the last two years. The current increase of 20.9% equates to 2,586 additional crimes in the current 12 months when compared to the previous year. Recorded Domestic Abuse crimes increased significantly in June 2018 and have remained at a higher level since with an overall peak recorded in July 2019. The last 12 months has seen an average of 1,244 Domestic Abuse crimes per month. The force welcomes an increase in reporting as it is believed that such offences are still under reported, and increasing survivor confidence to come forward and seek support from the force and partner agencies is a key priority for the force.

Strategic Priority Theme One: Protecting People From Harm

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

	Measure	Performance	Trend	Insight
T2A.2	Proportion of Victim-Based Crime: a. Child Victim b. Adult Victim c. Organisation	a. +0.4pp b. -1.3pp c. +0.1pp		For the majority of victim-based crimes, the victim is an adult, with 68.1% of victim-based crime in the 12 months to September 2019 committed against an adult. Organisations then account for 19.9% of all victim-based crime, with crimes against children a minority at 8.6 %. Each of these proportions has remained reasonably stable over the last two years. It should be noted that due to data quality limitations, a small proportion of offences cannot be attributed to one of the three groups; therefore the proportions will not add up to 100%.
T2A.3	Serious Sexual Offences: a. Adult	-4.1%		The trend for serious sexual offences against adults has fluctuated over the 2 year period. A peak was seen in July 2018 with offences then seeing a downward turn before rising again in the past few months. Offences against adults have decreased by 4.1% (62 offences) in the 12 months to September 2019. The trend for offences against children appears to fluctuate up and down every few months and has seen a reduction of 1.6% (23 fewer offences) in the 12 month period to September 2019. As with the recording of Domestic Abuse, the force welcomes any increase in reports of serious sexual offences.
	b. Child	-1.6%		

Strategic Priority Theme One: Protecting People From Harm

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

	Measure	Performance	Trend	Insight
T2A.4	Positive Outcome Rate for Serious Sexual Offences	-3.2pp		There is a slight downward trend apparent in the positive outcome rate for serious sexual offences. The current rate is 7.2% compared to 10.4% in the previous 12 month period.
				In terms of the volume of positive outcomes recorded, performance is relatively stable, meaning that the rate has been affected by the increase in recorded crime.
				It is believed that this is as a result of an increase in third party reports from partner agencies and also reports where the victim wishes to report the offence but does not support further police action. With offences of this type it is not possible to achieve a police positive outcome and therefore, this increase serves to effectively dilute the outcome rate.
T2A.5	Domestic Abuse Repeat Victims	+2.5pp		A repeat victim is any victim from the most recent month, who is also named as a victim on one or more offences (of the same offence type) in that same month and/or in the previous 12 months. This is based on the national definition. Both crime and non-crime offences are used in the calculation.
				On average, in the 12 months to September 2019, 34.4% of domestic abuse victims were a repeat victim. The trend chart shows that the proportion of repeat victims of domestic abuse is relatively stable over the last two years with a slight upward trend now emerging and a 2 year peak seen in November 2018.

Strategic Priority Theme One: Protecting People From Harm

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

	Measure	Performance	Trend	Insight
T2A.6	Hate Crime Repeat Victims	-0.7pp		In the 12 months to September 2019, 15.3% of hate crime victims were a repeat victim; this is a decrease on the previous 12 months figure of 0.7pp.
				A peak was seen in December 2018 with recent months seeing peaks and troughs.
T2A.7	ASB Repeat Victims	+0.3pp		Of a total of 25,870 Anti-Social Behaviour callers in the 12 months to September 2019, 7,350 had reported a previous ASB incident or incidents in the 12 months prior. This equates to a repeat victimisation rate of 28.4%.
				Performance is stable with no real change between this rate and the rate of 28.1% in the previous 12 months.

T2A.8	Levels of reported crime to the police	-1.0pp All -0.5pp Excl. Online		**Police & Crime Survey to September 2019** Data to September 2019, **28%** of respondents reported that they had personally been a victim of crime in the last 12 months, compared to 29% the previous year (2018-19). This reduces to **18%** when online fraud and computer misuse are excluded.
T2A.9	Percentage of reported crime	-4.7pp		**Police & Crime Survey to September 2019**

			Data to September 2019, 54.5% of residents experiencing crime, went on to report it to the police, this compares to 59.2% in the June 2019 survey.
T2B.1	Victim Services: Improvement in cope/recover outcomes	n/a		**Ministry of Justice Victim Services Monitoring** PCC Commissioned victim services 2018/2019: Average 73% showing improvement, most notably in being 'better able to cope' (76%) and improved health and wellbeing (75%). Bi-annual measure

Strategic Priority Theme Two: Helping and Supporting Victims

T2D. Victims receive high quality effective support

	Measure	Performance	Trend	Insight
T2D.1	Victim's Code Of Practice (VCOP) Compliance	-2.6pp		The Victims Code Of Practice (VCOP) requires that a VCOP assessment be made and recorded for every victim of a crime, and that victim services should be offered as part of this assessment. In order to be VCOP compliant, every victim-based crime should have a completed VCOP recorded on the crime and the officer should record that victim services have been offered.
				There is an overall downward trend apparent for this measure, with a compliance rate in the 12 months to September 2019 of 90.1% compared to 92.7% in the previous 12 months. This could be due to the additional offences e.g. harassment/stalking that are now being recorded in addition to the primary offence. There would not be an expectation for an addition VCOP assessment to be made for these linked offences.

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

T3A. Communities and people are safer and feel safer

	Measure	Performance	Trend	Insight
T3A	Police Effectiveness: Preventing/Tackling Crime & ASB	Requires Improvement (2019)		**This is an Annual Measure** The 2018 assessment highlighted 'minimal progress' in improving understanding of communities and prioritising crime prevention. These areas are receiving a renewed focus in 2019. • As part of the NHP review revised community profiles and engagement plans have been developed. These are 'living documents' and are corporate across the force. They have been developed utilising College of Policing guidance to ensure they are best practice and initial HMICFRS feedback is positive. This work is complemented by a revised and standardised 'Local Policing Priority Setting' process. Each NPA now applies the same universal methodology and approach when setting priorities, along with an update mechanism. This process updating process is corporate and includes utilising the web-site, social media, stakeholder newsletters and public meetings. Central to the priority setting process is the OPPC survey data. • The force is engaging with the National Problem Solving & Demand Reduction Programme. This national programme is seeking to re-invigorate the understanding and utilisation of problem solving methodology in line with C of P guidance and Nottinghamshire Police have embraced this approach. Nottinghamshire Police have commissioned nationally recognised external problem solving training for NHP staff and partners. This is planned in late 2019 through

Strategic Priority Theme Three: Tackling Crime and Anti-Social Behaviour
T3A. Communities and people are safer and feel safer

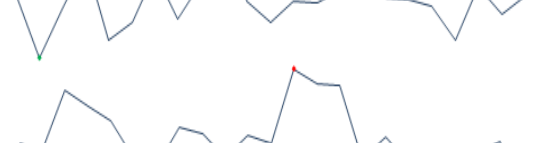| Measure	Performance	Trend	Insight
			to early 2020. In addition, there is a work programme to introduce induction training for all new NHP staff (from PCSO to Insp) and a complimentary annual Continuous Professional Development (CPD) programme for all NHP practitioners. This will have problem solving and crime prevention as a core theme. • A methodology for evaluating and sharing good practice ('What Works') both internally across NHP and with external partners is being developed. The first stage of this being the intranet hosted "NHP portal" accessible to all staff. This 'goes live' in November 2019. The second stage will be the introduction a periodic symposium to allow internal and external practitioners to share good practice, learning points and explore solutions. This is central to problem-solving and crime reduction activity. • Problem-solving plans, stored on ECIN's, have been reviewed, cleansed and updated. Those now on the system are all OSARA aligned, the corporate model we now use, and receive appropriate over-sight via the relevant CI's. Problem solving plans are now included in the force tasking process to ensure appropriate support, challenge and prominence within the force structure. • The use of social media is central to engagement and crime prevention messaging. The force wide plan is to ensure greater synergy between the 'crime/ASB calendar', community events and the associated campaign literature and materials. This will see greater benefit and consistency
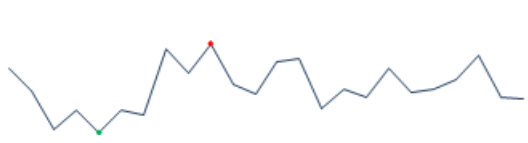
Strategic Priority Theme Three: Tackling Crime and Anti-Social Behaviour

T3A. Communities and people are safer and feel safer

Measure		Performance	Trend	Insight
				across the NHP function. This work is being complimented by a revised approach, predicated on a cadre of suitably trained NHP practitioners, who have access to corporate materials designed to; promulgate crime prevention messages; engage with communities; promote the activity of police and partners in a locality. • Severity Profiles project – the OPCC funded researchers are nearing completion of the first tranche of countywide Problem Profiles. The County Council have now appointed a project manager to support this work. The OPCC is hosting a problem solving conference in November 19, where police, partners and external speakers will be in attendance. The main aim of the conference is to progress the dialogue relating to how the severity profiles will inform and direct strategic problem solving and crime prevention at district council and CSP level in line with the above training and improved methods.
T3A.1	Victim-Based Crime	+1.9%		An upward trend continues in recorded crime. In the 12 months to July 2019 the increase is 1.9% which equates to 1,762 crimes more than the previous 12 months. The upward trend can be attributed to the following: • The forces proactive approach to ensuring compliance with the National Crime Recording Standards (NCRS), has resulted in a continued increase in the recording of offences such as Violence Against the Person (VAP) and public order offences.

Strategic Priority Theme Three: Tackling Crime and Anti-Social Behaviour
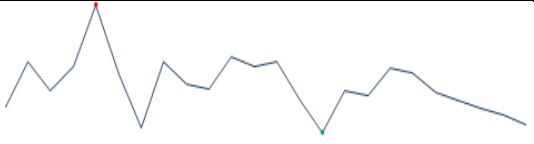
T3A. Communities and people are safer and feel safer

Measure		Performance	Trend	Insight
				• Improved awareness and public confidence in relation to high harm offences such as domestic abuse and sexual offences • Changes to crime recording legislation, specifically in relation to stalking and harassment offences, which almost doubled in volume in April 2018 following the implementation of new regulations at the start of the month. • A genuine increase in the numbers of some crimes, which is corroborated by examining the calls for service in relation to these offence types.
T3A.2	Victim-Based Crime: a. Rural Areas b. Urban Areas	a. +1.0% b. +2.0%		Victim-based crime in rural areas and in urban areas follows a similar upward trend to the overall force recorded crime picture. In volume terms, the 1.0% increase in crime in rural areas translates to 105 more recorded crimes. In urban areas the increase is 2.0% which equates to 1,594 additional crimes.[1]
T3A.3	Severity Score Force Wide	-2.6%		The severity score is an alternative method of measuring crime by reflecting the harm caused to society and/or individuals. Each offence carries a different weight (calculated by the Office for National Statistics, based on actual sentences) and this is

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[1] *Not all recorded crime data has the appropriate coordinates to be able to map the data to rural and urban locations. This means that the total will be less than the overall force level victim based crime total.*
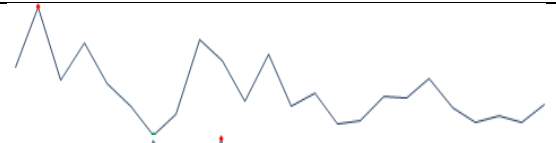
Strategic Priority Theme Three: Tackling Crime and Anti-Social Behaviour

T3A. Communities and people are safer and feel safer

	Measure	Performance	Trend	Insight
				multiplied by the crime counts to create a severity score. The approach has been built in to the Police and Crime Commissioner's Strategic Framework for 2018-2021 as alongside traditional measures; it provides the PCC and the Force with a new and credible approach to better understand the profile of crime in Nottinghamshire.
				Since July 2018, the force is recording a downturn in the total severity score for recorded crimes, the trend has seen a 2.6% downturn across the period.
T3A.3a	**Severity Score Priority Areas** Arboretum	-14.0%		Arboretum has seen a 96,666 reduction in its Severity Score in this 12 month period when compared to the previous 12 months.
	Arnold & Woodthorpe	+1.3%		Arnold & Woodthorpe has seen a 3,583 increase in its Severity Score in this 12 month period when compared to the previous 12 months.
	Aspley	-25.4%		Aspley has seen a 115,356 reduction in its Severity Score in this 12 month period when compared to the previous 12 months.
	Basford	-8.4%		Basford has seen a 31,798 reduction in its Severity Score in this 12 month period when compared to the previous 12 months.
	Beeston	+9.0%		Beeston has seen a 21,343 increase in its Severity Score in this 12 month period when compared to the previous 12 months.

Berridge has seen a 129,790 reduction in its Severity Score in this 12 month period when compared to the previous 12 months.

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

T3A. Communities and people are safer and feel safer

Measure	Performance	Trend	Insight
Berridge	-25.4%		
Bilsthorpe, Lowdham & Villages	-2.0%		
Bingham & Trent	+37.7%		Bingham & Trent has seen a 58,099increase in its Severity Score in this 12 month period when compared to the previous 12 months.
Bulwell	-7.5%		Bulwell has seen a 36,455 reduction in its Severity Score in this 12 month period when compared to the previous 12 months.
Carlton & Porchester	-0.8%		Carlton & Porchester has seen an 3,256 reduction in its Severity Score in this 12 month period when compared to the previous 12 months.
City Centre	-1.4%		City Centre has seen a 20,065 decrease in its Severity Score in this 12 month period when compared to the previous 12 months.
Clifton	+1.3%		Clifton has seen a 5,554 increase in its Severity score in this 12 month period when compared to the previous 12 months.

Hucknall has seen a 56,099 reduction in its Severity Score in this 12 month period when compared to the previous 12 months
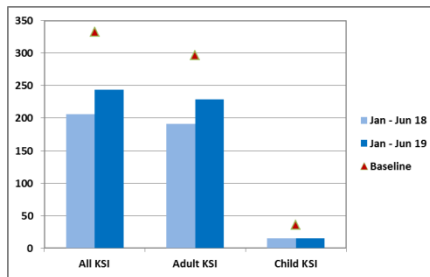
Strategic Priority Theme Three: Tackling Crime and Anti-Social Behaviour

T3A. Communities and people are safer and feel safer

Measure	Performance	Trend	Insight
Hucknall	-10.7%		
Mansfield East	+4.0%		
Mansfield West	+8.0%		Mansfield West has seen a 39,999 increase in its Severity Score in this 12 month period compared to the previous 12 months.
Newark	+0.6%		Newark has seen a 3,386 increase in its Severity Score in this 12 month period when compared to the previous 12 months.
Sherwood	-12.0%		Sherwood has seen a 41,960 reduction in its Severity Score in this 12 month period when compared to the previous 12 months.
St Ann's	-1.0%		St Ann's has seen an 3,582 reduction in its Severity Score in this 12 month period when compared to the previous 12 months.
Stapleford	-16.5%		Stapleford has seen a 60,747 reduction in its Severity score in this 12 month period when compared to the previous 12 months.

Sutton in Ashfield has seen a 44,369 increase in its Severity Score in this 12 month period when compared to the previous 12 months.

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

T3A. Communities and people are safer and feel safer

	Measure	Performance	Trend	Insight
	Sutton in Ashfield	+5.0%		
	West Bridgford	+22.6%		
	Worksop North	+2.7%		Worksop North has seen a 9,187 increase in its Severity Score in this 12 month period compared to the previous 12 months.
	Worksop South	-12.3%		Worksop South has seen a 57,916 decrease in its Severity Score in this 12 month period when compared to the previous 12 months.
T3A.4	ASB Incidents	-3.91%		Recorded ASB incidents appear stable; the force saw an increase in incidents through the summer months in 2018, with a clear peak in incidents recorded in July 2018 followed by a downturn and then recent increases again. In the 12 months to September 2019, the force recorded a -3.91% decrease in ASB incidents which equates to 1,286 fewer incidents.

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

T3A. Communities and people are safer and feel safer

	Measure	Performance	Trend	Insight
T3A.5	Police are dealing with crime and ASB that matter	-3.3pp		**Police & Crime Survey to September 2019** Data to September 2019 – excluding those who answered 'don't know', in the latest year, **40.9%** of respondents agreed that the police in their local area are dealing with the crime and anti-social behaviour issues that matter to them. This is a 3.3pp drop on the position at September 2018.
T3A.6 T3A.6	Percentage of people who feel safe Percentage of people who feel safe	+0.0pp By Day -0.1pp Alone at Night +1.0pp Banking -1.0pp Social Media +1.0pp After Dark		**Police & Crime Survey to September 2019** Data to September 2019 - respondents were asked how safe or unsafe they generally feel across a range of situations. The majority of respondents felt 'fairly safe' across a variety of situations. There has been no significant change in the last quarter. **89%** of respondents felt very or fairly safe 'outside in their local area during the day'; this reduces to **81%** feeling safe when 'alone in your home at night'. The lower rated situations are:- 'Banking and making purchases online' – 70% feel safe; 'Using online social media' – 65% feel safe; 'Outside in your local area after dark' - 61% felt safe.

For the trend cell of T3A.5:

	START Sep-18	END Sep-19	Trend	% pt. change
FORCE AREA	42.3%	40.9%	▼	-3.3%
Nottingham	45.0%	47.0%	▲	4.5%
Nottinghamshire	41.2%	38.4%	▼	-6.7%

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

T3A. Communities and people are safer and feel safer

	Measure	Performance	Trend	Insight
T3A.7	Persons killed or seriously injured on the roads a. Adults b. Children	a. +19.9% b. 0%		**KSI Update from VIAEM – September 2019** Q2 2019 Data (January to June 2019) Performance is shown as actual percentage reduction against the 2005-2009 baseline average. Data for Q2 of 2019 (January to June 2019) sees an overall increase of 18.5% in KSI casualties (38 more KSI casualties against the previous Q2 2018. However, a 26.7% reduction is seen against the 05/09 baseline). Adult KSI has seen a 19.9% increase (38 more casualties) in Q2 of 2019 compared to Q2 of 2018. Child KSI has stayed the same (15 casualties in both periods). Adult KSI has seen a 22.9% reduction against the 2005-2009 baseline average, while Child KSI has seen a 58.3% reduction against the baseline average.

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

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

	Measure	Performance	Trend	Insight
T3B.1	Integrated Offender Management (IOM) average reduction in reoffending risk score	-41.0%		**October 2019 Update** Cohort Snapshot:- • 522 unique nominals recorded on the Performance Tool since Jan 2016. • Current Active managed cohort (in community or on short term sentence) of 247 with a further 190 IOM nominals on 4 years or more sentence. • 48.7% of the monitored cohort exited between Jan 2016 to Oct 2019 with a reduction in Re-offending Risk Score (RRS) of 74.0%. • In 2019, we have successfully planned, risk triaged and managed 280 IOM prison releases in Notts – with a further 27 expected in the next 90 days. • The RRS is assessed at scheme entry for each offender as a baseline and then again for every offender at entry plus 12m – the scheme is showing a 55.5% reduction across the entire cohort. • Notts is the first scheme with a monitoring took and dataset capable of measuring the long term impact of the IOM to a cohort and individual offender level. This is nationally significant. IOM Activity:- • Daily management of the cohort. • Score <u>every</u> offender who receives two years+ in Notts for IOM consideration. • Score for selection <u>every</u> member of the Knife Crime Risk cohort every three months. • Manage Youth Justice in the City and County with an IOM offer included in both.

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

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

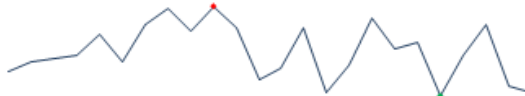| Measure	Performance	Trend	Insight
		DVIOM Scheme	- Deliver Street Aware Violence educational packages in over 50 schools. - Manage a Children in Care team that also delivers targeted female early interventions to girls at risk of criminal/sexual exploitation. - Attend force wide every LOM, CSP, Ops, Tasking, SOC disruption and Op Reacher meeting to identify offenders for IOM and inclusion and to utilise IOM tactics within current covert and overt activities. IOM News:- - August 2019: An initial non statutory early intervention cohort for knife crime was commenced at the August IOMS meeting with work already running and staffed by two PCC funded Probation Support Officers. - September 2019: We are to deliver a training pack **developed by us, to other regional IOM schemes on the** IOM management of OCG offenders. - Summer 2019: New IOM premises at Castle Quay; co-located with Probation, CRC and IDVA (November 2019). - We have 7 alcohol tags in force with the first being worn by an offender in Bassetlaw who is successfully addressing their alcohol issues to the point where they have been offered and are maintaining a tenancy for the first time - The DVIOM pilot has been assessed successfully with funding being considered to mainstream the IOM IDVA service and grant longevity. DVIOM Scheme This DV cohort shows a 41% drop in Risk of Reoffending Score across the scheme.

DVIOM Scheme table (January 2018 to July 2019):

Measure	IDVA - South & City	IDVA - County North
Referrals from IOM [1]	205	72
Survivors Supported [1]	145	45
% of Referrals Supported (Engagement)	71%	63%
Cases Closed	72	23
% of Referrals with Increased Safety	31%	47%
% of Survivors Supported with Increased Safety [2]	43%	76%
% of Closed Cases with Increased Safety	88%	100%
Average Length of Support	6 Months	6 Months
Number of Children per Survivor (Average)	1-3	1-3
Number of Out of Area Survivors	22	8

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

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

	Measure	Performance	Trend	Insight
				Those DV perpetrators who have been removed from the DVIOM scheme show a 47% drop in PPIT risk. This directly corresponds to a reduction in severity and frequency of offending within this high risk cohort. This matches (and in some way surpasses) the national model of good practice (DRIVE).
T3B.2	Possession of Weapons Offences	+29.5%		There is an upward trend in the recording of possession of weapons offences. The force has recorded a 29.5% or 276 offences increase in the 12 months to September 2019; mainly attributable to Op Reacher. Every possession of weapons offence dealt with by the police is potentially preventing the future use of a weapon in a violent offence, and therefore, the upward trend in the recording of these offences is viewed as a positive indication of the force's proactivity in dealing with offenders who choose to carry weapons in Nottinghamshire.
T3B.3	Gun Crime	+35.4%		Gun crime has seen peaks and troughs over the past few months. A low of 5 offences in September 2018 with a peak in May 2019. Although, levels are currently 35.4% higher (40 offences) in the last 12 months compared to the previous 12 months, September has seen a decrease for this offence type.

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

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

	Measure	Performance	Trend	Insight
T3B.4	Violent Knife Crime	-7.3%		Violent knife crime includes the offences of Violence Against the Person, Robbery and Sexual Offences where a knife or bladed article us used to cause injury or as a threat. An increase was seen in recorded violent knife crime from April to August 2018, since then the trend has seen sporadic peaks and troughs. In the 12 months to September 2019 the force recorded 64 fewer offences than in the previous year, which equates to a 7.3% decrease.
T3B.5	Positive Outcomes for Violent Knife Crime	+0.5pp		The trend for violent knife crime is stable, with a slight upturn of 25.5% in the current year compared to 25.0% last year.
T3B.6	First-time entrants to the Criminal Justice System (CJS) a. City b. County	+6.1% -46.0%	**Period** — **No. FTEs** Jul 18 - Jun 19 — 156 (605 per 100K) Jul 17 - Jun 18 — 147 (571 per 100K) Jul 13 - Jun 14 — 214 (839 per 100K)	**City – Quarterly Performance 2019-20 Q1:-** **(next Quarter update due out 23rd October 2019)** Figures from the Nottingham City Youth Offending Team (YOT) show that in the period July 18 to June 19 there were 156 FTEs compared to 147 for the previous period of July 17 to June 18. **County – Quarterly Performance April-June** **(next Quarter update due end of October 2019)** Figures from County Youth Offending Team (YOT) show that for the period April to June 19 there were 25 actual 10-17yrs old FTEs compared to 46 for the previous period of April to June 18. This represents a reduction of 21 FTEs or a reduction of 46% compared to the previous year.

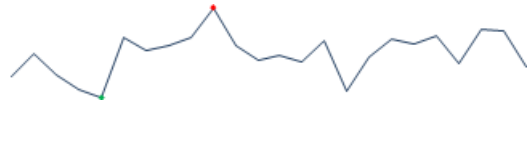## Strategic Priority Theme Three: Tackling Crime and Anti-Social Behaviour

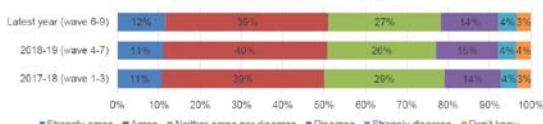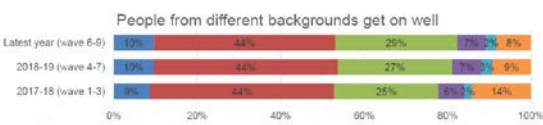### T3B. Fewer people commit crime and offenders are supported to rehabilitate

Measure	Performance	Trend	Insight

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

T3C. Build stronger and more cohesive communities

	Measure	Performance	Trend	Insight
T3C.1	Hate Crime/Non-Crime	+3.5%		The overall trend for hate occurrences (including both hate crime and hate non-crimes) is relatively stable, with an average of around 194 occurrences recorded each month. January 2019 saw levels of reported Hate Crime/Non Crime at their lowest levels in 12 months with an upward trend since. In the 12 months to September 2019 the force recorded 3.5% additional hate crimes to the previous 12 months (an additional 79 offences).
T3C.2	People from different backgrounds get on well	-1.0pp 0.0pp		**Police & Crime Survey to September 2019** Data to September 2019 - respondents were asked how much they agree or disagree that 'people from different backgrounds get on well and there is a sense of community where they live' **51%** agreed that 'there is a sense of community' where they live, similarly this has seen no significant change in the last quarter or the last year. **53%** of respondents agreed with 'people from different backgrounds get on well'. This has seen no significant change in the last quarter or the last year.

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

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

Measure	Performance	Trend	Insight

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

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

	Measure	Performance	Trend	Insight
T3D.1	Positive Outcome Rate for All Crime	+0.4pp		The positive outcome rate shows the rate of police positive outcomes (such as charges, cautions and community resolutions) per recorded crime. The trend in the long term appears relatively stable. The current rate in the 12 months to September 2019 is 15.6%, which compares to 15.1% in the previous year.
T3D.2	Positive Outcome Rate for Victim-Based Crime	-0.4pp		The trend in respect of the positive outcome rate for victim-based crime is similar to the trend for all crime (above). The current rate is 12.0% compared to 12.3% in the previous year.
T3D.3	Proportion of All Crime with an Identified Suspect	+3.5pp		The trend for unresolved outcomes with an identified suspect has been relatively stable with a recent upward trend. The force has identified a suspect in 31.4% of unresolved crime. The equivalent figure for the previous year is 27.8%.

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

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

	Measure	Performance	Trend	Insight
				Considering the long term trend, there is a clear increase in the volume of crimes filed as unresolved with a named suspect having been identified. This correlates with the increase in crime recording following the NCRS audit and reflects in part an increase in offences where the victim does not support further police action.
T3D.4	Crimes Resolved through Community Resolution	+0.0pp		The force is maintaining a stable trend in the proportion of crimes resolved through community resolution. The current rate in the 12 months to September 2019 is 10.7%, which compares to 10.6% in the previous year.

Strategic Priority Theme Four: Transforming Services and Delivering Quality Policing

T4A. Improve community and victim confidence and satisfaction in policing

	Measure	Performance	Trend	Insight
T4A.1	Domestic Abuse: Whole Experience	-4.8pp		Performance for Domestic Abuse survivor satisfaction has been stable with monthly satisfaction rates consistently above 90%. In the 12 months to September 2019 (based on survey results to July 2019), on average, 88.0% of domestic abuse survivors were completely, very or fairly satisfied with the service provided by the police. July 2019 data shows a drop to 72.5% satisfaction.
	Domestic Abuse: Ease of Contact	+0.7pp		Data up to September 2019 from July 2019 Surveys The current 12 month satisfaction rate is 98.4% compared to 97.7% the previous 12 months.
	Domestic Abuse: Actions Taken	-1.5pp		Data up to September 2019 from July 2019 Surveys The current 12 month satisfaction rate is 91.5% compared to 93.0% the previous 12 months.
	Domestic Abuse: Kept Informed	-3.3pp		Data up to September 2019 from July 2019 Surveys The current 12 month satisfaction rate is 76.6% compared to 79.9% the previous 12 months.
	Domestic Abuse: Treatment	-2.3pp		Data up to September 2019 from July 2019 Surveys The current 12 month satisfaction rate is 94.9% compared to 97.2% the previous 12 months.

Strategic Priority Theme Four: Transforming Services and Delivering Quality Policing

T4A. Improve community and victim confidence and satisfaction in policing

	Measure	Performance	Trend	Insight
T4A.2	Hate Crime: Whole Experience	+0.8pp		Hate crime victim satisfaction is showing a slight upturn. In the 12 months to September 2019 (based on survey results to July 2019), on average, 86.94% of customers were satisfied compared to 86.1% in the previous 12 months. The overall trend line suggests a steady upturn and improved levels of satisfaction.
	Hate Crime: Ease of Contact	+2.3pp		Data up to September 2019 from July 2019 Surveys. The current 12 month satisfaction rate is 97.9% compared to 95.6% the previous 12 months.
	Hate Crime: Actions Taken	+1.9pp		Data up to September 2019 from July 2019 Surveys. The current 12 month satisfaction rate is 82.2% compared to 80.3% the previous 12 months.
	Hate Crime: Kept Informed	+3.1pp		Data up to September 2019 from July 2019 Surveys. The current 12 month satisfaction rate is 75.0% compared to 71.9% the previous 12 months.
	Hate Crime: Treatment	+3.0pp		Data up to September 2019 from July 2019 Surveys. The current 12 month satisfaction rate is 95.2% compared to 92.2% the previous 12 months.
T4A.3	Professional Standards Department Complaints	-8.9%		Nottinghamshire Police Professional Standards Department (PSD) receives an average of 75 complaints a month. The rolling year to September 2019 saw 88 fewer complaints received when compared to the previous 12 months.

Strategic Priority Theme Four: Transforming Services and Delivering Quality Policing

T4A. Improve community and victim confidence and satisfaction in policing

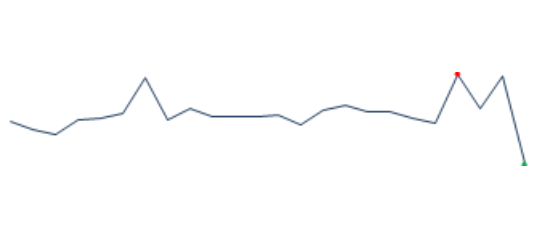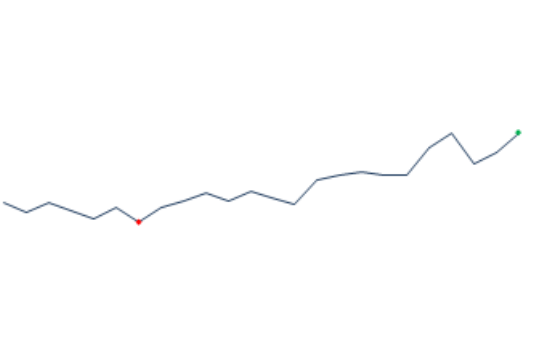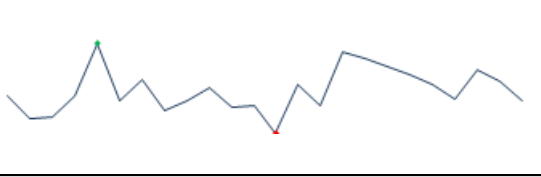|	Measure	Performance	Trend	Insight
T4A.4	PSD Complaints - Timeliness of Local Resolution	+8.5%		The force has seen a slight downturn in the timeliness of local resolutions to complaints, with an increase in the average number of days taken to resolve. On average in the last 12 months complaints have taken 54.4 days to resolve, compared to the previous average of 50.1 days.
T4A.5	Stop and Search Volume	+98.0%		The trend for stop and search is relatively stable in the long term, although, recent months have seen an uplift in the number of stop and searches conducted. The force recorded 4,608 stop and searches in the 12 months to September 2019, which represents an increase of 98.0% (2,281 stop and searches) compared to last year; this is largely attributable to Op Reacher. This is a positive direction of travel, with a particular increase in weapons related searches driven by the force's proactive approach to dealing with knife crime.
T4A.5a	Stop and Search with Positive Outcome	+4.0pp		Stop and Search positive outcomes have maintained a relatively stable trend line. A slight uplift has been seen in the current 12 month period of 42.4% compared to 38.4% in the previous 12 months.
T4A.6	Satisfied with service of the Police			**Police & Crime Survey to September 2019** Data to September 2019 - respondents that had contact with the police over the last year (26%) were asked how satisfied they were with the service they received. **61%** of respondents were very or fairly satisfied. As this measure was only added in October 2018, it is not yet possible to determine the trend.

Strategic Priority Theme Four: Transforming Services and Delivering Quality Policing

T4A. Improve community and victim confidence and satisfaction in policing

	Measure	Performance	Trend	Insight
T4A.7	Percentage of people who believe Police do a good job	+0.6pp	<table><tr><th></th><th>START Sep-18</th><th>END Sep-19</th><th>Trend</th><th>% change</th></tr><tr><td>FORCE AREA</td><td>47.3%</td><td>47.9%</td><td>▲</td><td>1.3%</td></tr><tr><td>Nottingham</td><td>53.1%</td><td>54.9%</td><td>▲</td><td>3.3%</td></tr><tr><td>Nottinghamshire</td><td>45.0%</td><td>45.1%</td><td>◄►</td><td>0.3%</td></tr></table>	**Police & Crime Survey to September 2019** Data to September 2019 – 47.9% of respondents thought the Police were doing a good job in their area; compared to 47.3% in September 2018.
T4A.8	Percentage of people who have confidence in the Police treating them fairly and with respect	All: 0.0pp		**Police & Crime Survey to September 2019** Data to September 2019 – 53.5% of ALL respondents reported having confidence in the Police, marking no significant change on last year. Excluding those that answered 'don't know', 71% agreed that the police in their local area treat people fairly and with respect.

Strategic Priority Theme Four: Transforming Services and Delivering Quality Policing				
T4B. Improve service delivery and save money through collaboration and innovation				
	Measure	**Performance**	**Trend**	**Insight**

T4B.1	Budget vs. Spend:
	  a. Capital
	  b. Revenue
				Latest position statement – August 2019.
				
				We are currently predicting a £0.6m overspend on the current outturn revenue position for 2019/20. The overspend is predominantly being caused by Information Services not meeting the efficiency target for 19/20 and NEP costs, higher MFSS costs from early life support and additional costs in estates due to buildings not being sold as quick as planned.
				
				Capital budget for 2019/20 is £12.797m which is currently looking to be out turning at £9.743m for 2019/20 with £3.044m slipping into 2020/21 and the remaining £0.010m being an underspend versus budget. The budget is continually scrutinised and challenged with budget holders which is triggering the underspend as it stands over a variety of projects, this will continue to happen to see if any can be permanently reduced in order to lower the capital spend expected for 2019/20.

T4B.2	Revenue Efficiencies Against Plan			**Latest position statement – October 2019** Finance is still having data quality issues from the migration to Oracle Cloud Apps.

Strategic Priority Theme Four: Transforming Services and Delivering Quality Policing

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

Measure	Performance	Trend	Insight

Strategic Priority Theme Four: Transforming Services and Delivering Quality Policing

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

	Measure	Performance	Trend	Insight
T4C.1	Staffing Levels – Actual vs. Budget a. Officers b. Staff c. PCSOs	a = 97.62% 1,932.84 v 1,980.00 b = 96.72% 1,168.23 v 1,138.50 c = 83.55% 167.09 v 200.00		**Update as of 31/08/2019** In terms of Police Officer establishment, at the end of August 2019 the force had 1,932.84 FTE (full time equivalent) in post. The planned FTE was for 1,980 by the 30th April 2019. Staff establishment is the most positive against budget. PCSO establishment is still below budget and has dropped further since the July 2019 update.
T4C.2	BME Representation as at report date:	a. 212/3642 = 5.82%		**Update as of 30/09/2019**
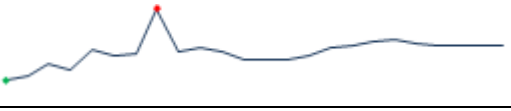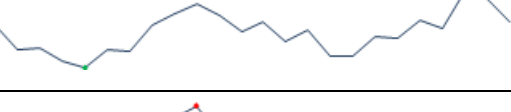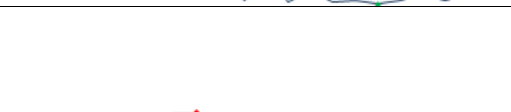
Strategic Priority Theme Four: Transforming Services and Delivering Quality Policing

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

	Measure	Performance	Trend	Insight
	a. All Force b. Officers c. PCSOs d. Staff e. Specials	b. 109/1971 = 5.53% c. 8/175 = 4.57% d. 76/1308 = 5.81% e. 19/188 = 10.11%		**Figures shown are 'headcount' and exclude Officers and Staff seconded out of force.** Representation of BME for All Force stands at 5.82% Specials have the largest ration of BME staff with 10.11%
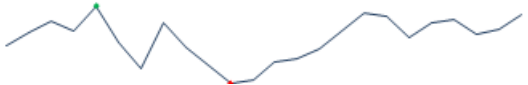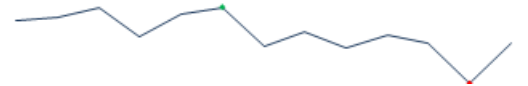
Strategic Priority Theme Four: Transforming Services and Delivering Quality Policing

T4D. Value for money is delivered and waste is minimised

	Measure	Performance	Trend	Insight
T4D.1	Percentage spend on visible Front Line Policing	32.4%		2018 – Value for Money Profile, HMICFRS. 32.4% spend on visible front line policing, with a further 39.7% spent on non-visible front line policing.
T4D.2	Days lost to sickness: a. Officers b. Staff	+0.1pp		In the 12 months to September 2019, police officer sickness is at 5.3% compared to 5.3% the previous 12 months; however, the collective trend is still below the peak of 5.8% seen in January 2018.
		0.0pp		Staff sickness remains relatively stable at 5.1% compared to 5.2% the previous 12 months.
T4D.3	Calls For Service: a. 999 b. 101	a. +4.5%		The trend for both 999 and 101 calls remains relatively stable in the long term.
		b. -6.1%		999 calls have increased by 4.5% (8,136 calls) in the last 12 months, and 101 calls have reduced by 6.1% (26,294 calls) over the same period.
T4D.4	Abandoned Call Rates: a. 999 b. 101	a. -0.1pp		The abandoned call rate shows the number of calls where the caller has hung up before their call has been answered by the force control room.
		b. -5.5pp		The abandoned call rate for 999 calls has remained low for more than eighteen months, with an average rate of 0.05% in the 12 months to September 2019. The abandoned call rate for 101 calls is relatively stable at 1.9%, following several high months in summer 2017. It should be noted, that the force has put actions in place to reduce the

Strategic Priority Theme Four: Transforming Services and Delivering Quality Policing

T4D. Value for money is delivered and waste is minimised

	Measure	Performance	Trend	Insight
				abandoned 101 call rates, with the trend showing generally lower monthly abandonment rates in the last twelve months.
T4D.5	Response Times: a. Grade 1 Urban b. Grade 1 Rural c. Grade 2	a. +0.9pp		The advised times for attending grade 1 (immediate attendance) incidents are 15 minutes for an incident in an urban area and 20 minutes for an incident in a rural area. The trend for the percentage of grade 1 urban and grade 1 rural incidents attended within the advised times remains relatively stable. In the 12 months to September 2019 the force attended 78.6% of incidents in an urban area within 15 minutes, and 75.0% of incidents in a rural area within 20 minutes. Grade 2 (urgent attendance) incidents are monitored in respect of the average time to attend the incident. The mean average time to attend Grade 2 incidents in the last 12 months is 387 minutes. The median attendance time for the same period is 48 minutes – this is a more meaningful measure and indicates how long the majority of Grade 2 incidents take to arrival on scene.
		b. +1.1pp		
		c. -1.0pp		
T4D.6	Crimes Recorded at First Point of Contact	-6.8pp		On average over the last 12 months, 33.5% of all crime recorded by the force has been recorded by the Contact Resolution Incident Management (CRIM) team based in the force control room. This approach means that crimes can be created as close as possible to the initial call from the public, and also frees up response officers to attend incidents. A downward trend in the proportion recorded by CRIM continues, with the rate in the previous 12 months higher at 40.3% compared to 33.5% for the current 12 months.

Strategic Priority Theme Four: Transforming Services and Delivering Quality Policing

T4D. Value for money is delivered and waste is minimised

Measure		Performance	Trend	Insight
T4D.7	Compliance with National Crime Recording Standards			**NCRS Compliance Report – October 2019 Update** Overall, compliance remains very strong at 96% - compliance for Burglary, Robbery, Violence, Sexual Offences, Rape and Other crime are very high with rates in excess of 95%. The new national requirements in relation to the way in which 'course of conduct' offences are recorded (stalking, harassment, controlling coercive behaviour) are becoming fully embedded with compliance rates increasing to 93% year to date.

For Information	
Public	Public
Report to:	Strategic Resource & Performance Meeting
Date of Meeting:	6th November 2019
Report of:	Chief Constable
Report Author:	Tracey Morris
E-mail:	Tracey.morris@nottinghamshire.pnn.police.uk
Other Contacts:	
Agenda Item:	9

Capital Report for Period 5; Quarter 2 2019/20

1. Purpose of the Report

1.1 The purpose of this report is to provide an update on the financial outturn position for capital as at 31st August 2019 (Period 5, Quarter 2).

2. Recommendations

2.1 Recommendation 1 Outturn Position
That the Police and Crime Commissioner note the outturn position as set out in Appendix A.

Recommendation 2 Virement
That the Police and Crime Commissioner note the virement approved by the Chief Constable under delegated powers, being below £100,000, as set out in Appendix B.

2.2 **Background**

The Capital Programme for 2019/20 to 2023/24 was presented and approved at the Police and Crime Panel Meeting on 7th February 2019.

The capital budget for 2019/20 is £12,797k. This is calculated as slippage from 2018/19 of £1,470k and new allocations in 2019/20 of £11,327k.

Finance in conjunction with project leads and budget holders have continued to review the outturn position (Appendix A). At the end of August 2019 the projected year end outturn is £9,742k which is an increase of £182k on P4.

Actual spend to the end of August 2019 is £2,242k which is an increase of £742k on P4. Please also refer to section 8 of this report.

3. Reasons for Recommendations

3.1 To update the Chief Officer Team and the Office of the PCC on the Force's projected outturn position for 2019/20 and also to comply with good financial management and Financial Regulations.

4. Summary of Key Points

4.1 **Executive Summary**

The review during period 5 of the capital expenditure is forecasting an under spend of £10k, a reduction of £251k against the last report and anticipated slippage of £3,044k an increase of £67k against the last report.

The under spend has considerably reduced since last month. The majority of the variance is within the Command and Control project where it is expected that £183k will be required for screens.

Monitoring has been exceptionally problematic so far this year, with proven errors in the data recoded on the financial system. Work is progressing to address these issues, it should be noted that the year to date actual spend has reversed the anomaly from last month, but is still considered inaccurate at this present time. There is confidence that the budget set is robust and will be sufficient to manage capital plans during 2019/20.

The table below shows the projected Force under spends and slippage against the 2019/20 budget plus virements (revised budget) as at the end of August 2019.

Variances greater than £50k are explained in more detail within section 4 of this report.

Data explaining the variance between original budget and revised budget can be found in Appendix A. Data explaining the virements can be found in Appendix B.

Capital Outturn Position as at the end of August 2019, by Project.

Over spends are shown as + numbers, whilst under spends are shown as ( ) numbers. No manual adjustments have been made for rounding.

Project Name	Revised Budget £'000	Forecast Outturn £'000	Underspend £'000	Slippage to 2020/21 £'000
Estates				
New Custody Suite	6,430	3,386	0	(3,044)
Building Improvement, Renovation & Conversion Works	1,172	1,185	0	0
Hucknall EMAS	637	635	(2)	0
Custody Improvements	360	360	(0)	0
New HQ Joint Build	352	352	0	0
Northern Property Store	246	246	0	0
Bunkered Fuel Tanks	76	59	(4)	0
Automatic Gates & Barriers	52	52	0	0
Community Rehabilitation Companies Renovations	25	25	0	0
Estates Total	**9,350**	**6,300**	**(6)**	**(3,044)**
Information Services				
ANPR Camera Project	126	126	0	0
Technology Services Refresh & Upgrades	1,090	1,090	0	0
Command & Control	1,910	1,909	(1)	0
SICCS Upgrade	59	59	0	0
NEP	112	109	(3)	0
IS Total	**3,297**	**3,293**	**(4)**	**0**
Other Projects				
Vehicle & Equipment Replacement	**150**	**150**	**0**	**0**
Overall Total	**12,797**	**9,743**	**(10)**	**(3,044)**

4.2 Estates – Under spend (£6k) and Slippage (£3,044k)

4.2.1 New Custody Suite – slippage (£3,044k)
The projected slippage figure is likely to change by the end of the year. The increase in slippage reflects the latest information from the project lead and Gleeds. This is a multi-year project and overall the project is expected to be delivered on target.

4.3 Information Services – Under spend (£4k)

4.3.1 Command & Control – under spend (£1k)
The reduction in underspend reflects a recognition that replacement screens will be required and also reflects some transactional anomalies in the system that have been rectified.

4.4 Other Projects – on budget

5. Financial Implications and Budget Provision

5.1 The financial information relating to this item is contained within item 4.1 and Appendix A.

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 It should be noted that the actual year to date figures shown within this report are not considered to be accurate at this point in time, work is progressing with our outsourced service to rectify current issues.

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 presented to the Force Executive Board on a monthly basis.

12. Appendices

12.1 Appendix A – Detailed Report to August 2019.

12.2 Appendix B – Virements requiring approval.

13. Background Papers (relevant for Police and Crime Panel Only)

NB
See guidance on public access to meetings and information about meetings for guidance on non-public information and confidential information.

Capital Position as at the end of August 2019.

The table shows the original budget, approved slippage, requested virements and outturn position. Overspends are shown as + numbers, whilst under spends are shown as () numbers. No manual adjustments have been made for rounding.

Project Name	Slippage From 2018/19	New Budget 2019/20	In Year Virements	Total Available for Project	Total Actual Spend YTD	Out-turn	Under Spend	Slippage to 2020/21
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Estates								
New Custody Suite	0	6,430	0	6,430	532	3,386	0	(3,044)
Building Improvement, Renovation & Conversion Works	0	1,250	(78)	1,172	139	1,185	0	0
Hucknall EMAS	637	0	0	637	162	635	(2)	0
Custody Improvements	260	100	0	360	176	360	(0)	0
New HQ Joint Build	0	352	0	352	285	352	0	0
Northern Property Store	168	0	78	246	145	246	0	0
Bunkered Fuel Tanks	76	0	0	76	31	59	(4)	0
Automatic Gates & Barriers	52	0	0	52	0	52	0	0
Community Rehabilitation Companies Renovations	0	25	0	25	0	25	0	0
	1,193	**8,157**	**0**	**9,350**	**1,470**	**6,300**	**(6)**	**(3,044)**
Information Services								
Command & Control	0	2,000	(90)	1,910	426	1,909	(1)	0
Technology Services Refresh & Upgrades	0	1,090	0	1,090	243	1,090	0	0
ANPR Camera Project	106	20	0	126	(0)	126	0	0
NEP	112	0	0	112	0	109	(3)	0
SICCS Upgrade	59	0	0	59	0	59	0	0
	277	**3,110**	**(90)**	**3,297**	**668**	**3,293**	**(4)**	**0**
Other Projects								
Vehicle & Equipment Replacement	0	60	90	150	104	150	0	0
	0	**60**	**90**	**150**	**104**	**150**	**0**	**0**
Total	**1,470**	**11,327**	**0**	**12,797**	**2,242**	**9,743**	**(10)**	**(3,044)**

Virements Period 5 – 2019/20

Project	Description	Amount £
Total		**0**

There are no virements to report this month.

For Information	
Public	
Report to:	**Strategic Resources & Performance**
Date of Meeting:	**6ᵗʰ November 2019**
Report of:	**Chief Constable**
Report Author:	**Tracey Morris**
E-mail:	**tracey.morris@Nottinghamshire.pnn.police.uk**
Other Contacts:	**Mark Kimberley**
Agenda Item:	**10**

Revenue Report for Period 5; Quarter 2 2019/20.

1. Purpose of the Report

1.1   The purpose of this report is to provide an update on the financial outturn position for revenue as at 31ˢᵗ August 2019 (Period 5, Quarter 2).

2. Recommendations

2.1   **Recommendation 1**
It is recommended that the contents of the report and virements approved under delegated arrangements for Period 5 2019 shown in Appendix B are noted.

2.2   **Recommendation 2**
That the Police and Crime Commissioner approve the virements of greater than £100k which have been recommended by the Chief Constable as set out in Appendix C. These virements will be reflected in the outturn position once fully approved.

2.3   **Recommendation 3**
That the Police and Crime Commissioner note the overspend position and consider any action that might be required as set out in Appendix D.

2.4   **Background**
The net revenue budget for 2019/20 is £206,283k. This is split between the Force £201,308k and the Office of the Police and Crime Commissioner (OPCC) £4,975k.

Finance in conjunction with the organisation has continued to review the outturn position. At the end of August 2019 the projected year end outturn is £206,886k, which represents an over spend of £603k against the budget, a reduction of £169k against period 4. Please also refer to section 8 of this report which identifies risk issues in respect of this report.

3. Reasons for Recommendations

3.1   To update the Chief Officer Team and the Office of the PCC on the Force's projected outturn position for 2019/20 and also to comply with good financial management and Financial Regulations.

4. Summary of Key Points

Executive Summary

4.1 The review during period 5 of revenue expenditure is forecasting an over spend in the Force budget of £603k; and an on budget position within the OPCC. Any underspends realised within the OPCC during the year will be transferred to OPCC's commissioning reserve.

In addition to the comments in the Period 4 report the reduction in over spend is mainly due to the monitoring on staff pay with a net in year saving of £305k (actual saving identified £503k, less the reversal of anticipated savings shown in income £225k) this is off-set with a further increase in estates costs, an expected redundancy payment due to recent restructures, overtime costs for Op Scorpion which are now starting to come through and a general increase in costs due to a rise in demand.

There are some mitigating factors that the organisation could consider to bring the force to a balanced outturn position which was reported in P4, however the £140k settlement fee reported last month will now be off-set against the insurance reserve contribution and income now reflects the secondment for Head of People Services. The remaining options total £753k.

Monitoring continues to be problematic and errors in the data continue to be reported. It should be noted that outturn monitoring in relation to staff pay has been attempted this month, however payroll and general ledger continue to be out of balance at the present time, accuracies between departments are also irreconcilable and inconsistent.

There is confidence that further savings could be found within the staff budgets and these are constantly being worked through, however until data in the system has been reconciled this will remain a risk. Officer and PCSO data has not been able to be completed to normal levels of assurance due to inconsistencies within the data.

The table below shows the projected Force (including externally funded and seconded officers/staff) variances against the 2019/20 budget plus approved virements (revised budget) as at the end of August 2019.

Variances greater than £10k are explained in more detail within section 4 of this report, unless there is no movement between last month's variance and this month's variance.

Data explaining the variance between original budget and revised budget can be found in appendix A. Data explaining the virements can be found in appendix B and appendix C.

Nottinghamshire Police Group Position as at the end of August 2019, by Department.

Over spends are shown as + numbers, whilst under spends are shown as ( ) numbers. No adjustments have been made for rounding.

	Revised Budget £'000	Forecast Outturn £'000	FO-RB Variance £'000
Local Policing			
County	43,095	43,159	64
City	29,450	29,433	(17)
Contact Management	16,353	16,226	(127)
	88,898	**88,818**	**(80)**
Crime & Operational Services			
Public Protection	12,438	12,229	(209)
Operational Support	10,179	10,354	175
Intelligence	9,205	9,135	(70)
Serious & Organised Crime	7,313	7,250	(63)
Archive & Exhibits	1,078	1,086	9
Other	255	280	25
	40,468	**40,334**	**(133)**
Corporate Services			
Technical Accounting	12,449	12,456	6
Information Services	11,324	11,852	528
Estates	6,235	6,724	489
Fleet	3,234	3,346	112
People Services	1,742	1,881	139
PSD	1,633	1,580	(53)
Futures Board	1,083	962	(122)
Command	1,263	1,286	23
Corporate Development	1,080	915	(164)
Corporate Communications	833	642	(191)
Finance	671	794	123
Information Management	503	417	(87)
Other smaller budget departments	215	229	14
	42,267	**43,085**	**818**
Collaboration			
EMSOU Operations	13,534	13,827	293
EMCJS	9,066	9,023	(43)
EMSOU Services	4,169	4,354	185
MFSS	2,567	3,055	488
ESN	186	186	0
EMSCU	153	159	7
	29,675	**30,605**	**930**
Home Office Grants			
Knife Crime	0	(569)	(569)
ARV Uplift	0	(263)	(263)
Cyber Crime	0	(99)	(99)
	0	**(931)**	**(931)**
Force Total	**201,308**	**201,911**	**603**
OPCC	**4,975**	**4,975**	**0**
Group Total	**206,283**	**206,886**	**603**

4.2   Local Policing – under spend (£80k) an increase of (£80k) on last month.

The under spend position mainly represents a review of the staff position, along with an increase in overtime and general equipment costs, mainly due to Op Scorpion and an increase in income in Contact Management for recharging of police monitored alarms.

4.3   Crime and Operational Services – under spend (£133k) an increase of (£192k) on last month.

The under spend position mainly represents a review of the staff position, along with an increase in overtime and general equipment costs, mainly due to Op Scorpion. This is slightly off-set by a general increase in specialist equipment, photographic materials and firearms and ammunition in OS.

4.4   Corporate Services – over spend £818k an increase of £109k on last month.

The review of the staff pay position resulted in a net saving of £267k across the area; other areas of variance are detailed below, Over establishment in People Services £130k some of which will relate to additional support in respect of MFSS.

4.4.1 Technical Accounting – over spend £6k a reduction of £136k.
An assessment of recent restructures has resulted in an expected increase for redundancies. The increase in income of £225k in respect of anticipated staff savings have now been reversed as these are now correctly shown against the respective department's vacancy reserves. The £140k settlement fee reported last month will now be off-set against the insurance reserve contribution.

4.4.2 Information Services – over spend £528k an increase of £30k
IS have realised £158k of savings over a number of contracts. £244k has been spent on NEP; £122k of this is off-set by the futures board.

4.4.3 Estates – Over spend £489k an increase of £256k.
£150k reflects a review of spend on planned and reactive maintenance. £15k reflects an increase in decontamination costs in custody, £50k an increase in uniform costs and a £20k reduction in fuel income (from solar panels).

4.4.4 Fleet – over spend £112k an increase of £17k
This increase reflects the purchase of a van for the NSART team and an increase in vehicle cleaning charges.

4.4.5 People Services – over spend £139k an increase of £145k
There has been an increase in the contract for Police Firearms Officers Association counselling service £11k.

4.5   Collaboration and Partnerships – over spend £930k a reduction of £6k

4.5.1 EMSOU Operations – over spend £293k an increase of £31k

This increase in overspend reflects an increase in the RART (Regional Asset Recovery Team) pension costs identified by region and an increase in the NABIS (National Ballistics Intelligence Service) charge for 2019-20.

4.5.2 EMCJS – under spend (£43k) a reduction of (£56k)

This reflects £86k staff pay saving due to the monitoring off-set by an increase in custody and laundry costs.

4.5.3 EMSOU Services (Legal, OHU, L&D) – over spend £185k an increase of £13k

This reflects an increase in the L&D staffing costs.

4.6 OPCC – on budget

The OPCC is projecting an on budget position, any underspends within the OPCC during the year will be transferred to the OPCC's reserve and OPCC's Grant and Commissioning reserve.

4.7 Grant Funding

This section of the reports shows grant funded projects for 2019/20. The use of grant to match expenditure in the outturn figures are shown as income in the tables reported under item 4.1 the detail of which is shown below. The Force has plans to spend the entire grant within the areas identified for each project. The tables now show the grant allocated against the forces core budget, see item 4.1. The tables also show actual year to date spend and committed spend.

4.7.1 Op Scorpion – Grant £1,540k

£569k has been allocated against spend included in the forces outturn position.

Home Office Knife Crime Surge Grant	Core	New/ un-committed	Total Grant	Actual spend YTD + Committed Spend	Balance
	£'000	£'000	£'000	£'000	£'000
Increased Resources	358	197	554	358	196
Surge Activity	212	447	658	400	258
Increased Capability	0	289	289	200	89
Preventative / Diversionary Initiatives	0	39	39	56	(17)
	569	971	1,540	1,014	526

4.7.2 ARV Uplift – Grant £263k

£263k has been allocated against spend included in the forces outturn position, this was set in place before the plans below were identified. Therefore, there would need to be a reduction in overtime spends of £181k to facilitate funds being available to purchase the remaining 5 items.

Home Office ARV Uplift Funding Grant	Core	New/ un-committed	Total Grant	Actual spend YTD + Committed Spend	Balance
	£'000	£'000	£'000	£'000	£'000
RAPT, TST, TAPT related overtime & staffing	236	(181)	55	55	0
Armoury Improvement	0	52	52	0	(52)
Armed team support vehicle	0	50	50	0	(50)
X2 Tasers for initial firearms courses	0	33	33	0	(33)
1 x duty planning staff	27	0	27	27	0
Targetry proposals	0	26	26	0	(26)
Method of entry rig and shelter	0	20	20	20	0
	263	0	263	102	(161)

4.7.3 Cyber Crime – Grant £111k

£99k has been allocated against spend included in the forces outturn position. There is a risk that the costs will over spend by £12k as requests are being made for IS to provide technology equipment. We have received verbal confirmation that this over spend will be met from additional grant, however as this isn't certain no provision for the additional income has been made.

Home Office Cyber Crime Grant	Core	New/ un-committed	Total Grant	Actual spend YTD + Committed Spend	Balance
	£'000	£'000	£'000	£'000	£'000
Employee costs	99	0	99	99	0
Crypto currency equipment	0	2	2	2	0
Technology Equipment	0	0	0	12	12
Travel & accommodation for Cyber Team	0	10	10	10	0
	99	12	111	123	12

4.8 **Efficiencies**

The 2019/20 efficiency target in order to achieve a balanced budget is £3,300k as per the table below:

Efficiencies Target for 2019/20	Target £'000	Outturn* RAG Assessment
Pay & Expenses		
Ongoing staff pay savings	1,500	Green
Overtime	500	Amber
	2,000	
Non Pay		
Procurement	300	Amber
Comms & Computing	300	Amber
Capital Financing	300	Amber
Supplies & Services	200	Red
Income	200	Green
	1,300	
Total Savings	**3,300**	(2,300) Amber

*Unable to assess due to MFSS quality issues.

The procurement saving was included within the Technical Accounting area for budget purposes and has been reversed out in the June forecast on the basis that the savings will be delivered across numerous lines of expenditure. All other savings targets/achievements are captured in the outturn summary at 4.1.

Finance is constantly reviewing all efficiency targets with the organisation to identify any possible risks or opportunities to delivering the yearend target.

5 Financial Implications and Budget Provision

5.1 The financial information relating to this item is contained within item 4.1 and Appendix A.

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 Monitoring continues to be problematic and errors in the data continue to be reported. It should be noted that outturn monitoring in relation to staff pay has been attempted this month, however payroll and general ledger continue to be out of balance at the present time, accuracies between departments are also irreconcilable and inconsistent. From the monitoring that has been completed a reduction in outturn of £530k has been recognised, however this carries an element of risk due to the errors in the data.

8.2 Recent information relating to pay awards is not reflected in the outturn figures in this report in relation to officer and PCSO pay. An increase of 2% was identified in the budget. It is expected that the additional cost to the Force will be circa £343k assuming that staff will follow officers with a 2.5% approved increase in September 2019.

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 presented to the Force Executive Board on a monthly basis.

12. Appendices

12.1 Appendix A - Revenue Report to August 2019 CIPFA format.

12.2 Appendix B - Virements approved under delegated arrangements.

12.3 Appendix C – Virements greater than £100k requiring PCC approval.

12.4 Appendix D - Outturn movements.

13. Background Papers (relevant for Police and Crime Panel Only)

NB
See guidance on public access to meetings and information about meetings for guidance on non-public information and confidential information.

Nottinghamshire Police Group Position as at the end of August 2019, by CIPFA format.

The table shows the original budget and approved virements to represent the revised budget. Over spends are shown as + numbers, whilst under spends are shown as () numbers. No manual adjustments have been made for rounding.

	Budget £'000	Virements £'000	Revised Budget (RB) £'000	Forecast Outturn (FO) £'000	FO-RB Variance £'000
Pay & Allowances					
Police Officer	107,907	0	107,907	107,907	0
Police Staff	43,151	0	43,151	42,620	(530)
PCSO	5,723	0	5,723	5,723	0
	156,781	**0**	**156,781**	**156,251**	**(530)**
Overtime					
Police Officer	4,016	0	4,016	4,076	60
Police Staff	743	(3)	740	760	20
PCSO	60	0	60	60	0
	4,819	**(3)**	**4,816**	**4,896**	**80**
Other Employee Expenses					
Medical Retirements	4,929	0	4,929	4,929	0
Other Employee Expenses	2,156	19	2,175	2,227	52
	7,085	**19**	**7,104**	**7,156**	**52**
Total Pay & Allowances	**168,685**	**16**	**168,701**	**168,302**	**(399)**
Non Pay					
Collaboration Contributions	10,246	265	10,511	11,307	797
Comms & Computing	8,683	8	8,691	9,172	482
Other Supplies & Services	5,853	(76)	5,777	6,157	380
Premises	5,767	0	5,767	6,156	389
Transport	5,652	39	5,691	5,786	95
Capital Financing	4,335	0	4,335	4,528	193
Forensic & Investigative costs	2,090	0	2,090	2,144	54
Custody costs & Police Doctor	1,483	0	1,483	1,502	18
Partnership Payments	1,312	(251)	1,061	1,089	28
Clothing, Uniform & Laundry	527	0	527	597	70
Income	(13,325)	(1)	(13,326)	(14,830)	(1,504)
Total Non-Pay	**32,623**	**(16)**	**32,607**	**33,609**	**1,002**
OPCC	**4,975**	**0**	**4,975**	**4,975**	**0**
TOTAL GROUP POSITION	**206,283**	**(0)**	**206,283**	**206,886**	**603**

Nottinghamshire Police Group Position as at the end of August 2019, by Department.

The table shows the original budget and approved virements to represent the revised budget. Over spends are shown as + numbers, whilst under spends are shown as () numbers. No manual adjustments have been made for rounding.

	Budget £'000	Virements £'000	Revised Budget £'000	Forecast Outturn £'000	FO-RB Variance £'000
Local Policing					
County	43,081	15	43,095	43,159	64
City	29,450	0	29,450	29,433	(17)
Contact Management	16,479	(126)	16,353	16,226	(127)
	89,010	**(111)**	**88,898**	**88,818**	**(80)**
Crime & Operational Services					
Public Protection	12,438	0	12,438	12,229	(209)
Operational Support	10,156	23	10,179	10,354	175
Intelligence	9,191	14	9,205	9,135	(70)
Serious & Organised Crime	7,313	0	7,313	7,250	(63)
Archive & Exhibits	1,078	0	1,078	1,086	9
Other	(47)	302	255	280	25
	40,129	**339**	**40,468**	**40,334**	**(133)**
Corporate Services					
Technical Accounting	12,776	(327)	12,449	12,456	6
Information Services	11,272	53	11,324	11,852	528
Estates	6,235	0	6,235	6,724	489
Fleet	2,876	358	3,234	3,346	112
People Services	1,715	27	1,742	1,881	139
PSD	1,635	(2)	1,633	1,580	(53)
Futures Board	1,280	(197)	1,083	962	(122)
Command	1,235	28	1,263	1,286	23
Corporate Development	1,628	(548)	1,080	915	(164)
Corporate Communications	833	0	833	642	(191)
Finance	671	0	671	794	123
Information Management	0	503	503	417	(87)
Other smaller budget departments	215	0	215	229	14
	42,372	**(105)**	**42,267**	**43,085**	**818**
Collaboration					
EMSOU Operations	13,781	(246)	13,534	13,827	293
EMCJS	9,066	0	9,066	9,023	(43)
EMSOU Services	4,195	(27)	4,169	4,354	185
MFSS	2,418	150	2,567	3,055	488
ESN	186	0	186	186	0
EMSCU	153	0	153	159	7
	29,798	**(123)**	**29,675**	**30,605**	**930**
Home Office Grants					
Knife Crime	0	0	0	(569)	(569)
ARV Uplift	0	0	0	(263)	(263)
Cyber Crime	0	0	0	(99)	(99)
	0	**0**	**0**	**(931)**	**(931)**
Force Total	**201,308**	**0**	**201,308**	**201,911**	**603**
OPCC	**4,975**	**0**	**4,975**	**4,975**	**0**
Group Total	**206,283**	**0**	**206,283**	**206,886**	**603**

<u>Virements Period 5 - Approved under delegated arrangements</u>

Expenditure Type	Description	Amount £
Supplies & Services	Purchase of van for NSART Team	(6,000.00)
Transport Related	Purchase of van for NSART Team	6,000.00
	OVERALL MOVEMENT	-

Virements Period 5 - Requiring PCC approval.

Expenditure Type	Description	Amount £
Custody & Police Doctor	General Increase in demand	**13,432.00**
Forensic & Investigation Costs	General Increase in demand	**31,570.00**
Other Employee Costs	Contract changes for PFOA counselling	11,000.00
	Potential for additional redundancies due to restructures	55,880.00
	TOTAL	**66,880.00**
Other Income	Reversal of anticipated staff pay income to off-set revised monitoring	**225,000.00**
Pay & Employment Costs	Review of staff outturn position	(530,162.48)
	Increase in overtime mainly due to Op Scorpion	79,900.00
	TOTAL	**(450,262.48)**
Property Related	Increase in demand (incl. DBS)	**170,320.00**
Seconded Officers & Staff Income	Additional DBS Income	**(101,711.96)**
Supplies & Services	Increases in demand DBS and MFSS	**44,772.44**
	TOTAL	**-**

Outturn Movements Period 5- 2019/20

Expenditure Type	Description	Amount £
Clothing & Uniform	Increase in demand, laundry in custody and general uniform costs	**60,000**
Collaboration	RART Pension costs and Op Advenus reflection in latest figures from region	**30,260**
Comms & Computing	Savings due to reduction in demand of some lines / systems	(33,328.00)
	Contract changes, Vuleio to PR Gloo (Corp Comms)	7,929.00
	TOTAL	**(25,399.00)**
Other Income	Increase in Income for monitored alarms, EMSCU Income generation & fingerprint income	**(54,500.00)**
Partnership Payments & Grants to external organisations	Mainly minor contract savings	**4,144.00**
Supplies & Services	Reduction in contribution to Insurance Reserves	(140,000.00)
	Changes in demand across several areas	(45,433.64)
	TOTAL	**(185,433.64)**
Transport Related	Increase in demand	**2,100.00**

OVERALL OUTTURN MOVEMENT IN P5	**(168,828.64)**
PREVIOUS OUTTURN MOVEMENT IN Q1 & P4	772,051.36
TOTAL OUTTURN MOVEMENT	603,222.72

For Information	
Public	Public
Report to:	Strategic Resources and Performance Meeting
Date of Meeting:	6th November 2019
Report of:	Chief Constable Craig Guildford
Report Author:	Rachel Richardson
E-mail:	Rachel.richardson7868@nottinghamshire.pnn.police.uk
Other Contacts:	Chief Inspector Rob Shields
Agenda Item:	11

Chief Constable's Update Report

1. Purpose of the Report

1.1 The purpose of this report is to update members of the Strategic Resources and Performance Board of significant events and work that has taken place since the previous update in July 2019.

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 Office of the Police and Crime Commissioner (OPCC) is aware of significant and notable events since the previous update report in July 2019.

4. Summary of Key Points

4.1 Please see Appendix 1 for the full report.
.

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   This is an opportunity to make the OPCC aware of the significant events for Nottinghamshire Police, the majority of which are already in the public domain. There are no associated risks regarding this report.

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

9.1   There are no policy implications arising from this report which is linked to all four of the Police and Crime Plan priorities.

10. Changes in Legislation or other Legal Considerations

10.1   There are no legal considerations

11.   Details of outcome of consultation

11.1   There has been no consultation on this report as it is for information only.

12. Appendices

12.1   Appendix 1 – Chief Constable's Update Report November 2019.

Appendix 1

Chief Constable's Update Report

Strategic Resources and Performance Board

November 2019

Version 1

1.0 Introduction

1.1 Since my previous update report in July of this year, a significant amount of work has taken place and I will provide an update on this progress.

1.2 Firstly, I was delighted to welcome Emma Hollingworth to the force as our new Head of Corporate Communications. Emma joins us having worked at both Rotherham Metropolitan Borough Council and Sheffield City Council for a number of years, leading on both corporate, children's and adult services communications. She has previously worked as a journalist on a national, regional and local level. Emma succeeds Donna Jordan, who joined Derbyshire Police in June.

1.3 In September, the PCC took the decision to extend my contract as Chief Constable. I am delighted to have accepted and very much relish the challenge of continuing to deliver the Police and Crime Plan, whilst developing the organisation for all its employees and the public of Nottinghamshire.

1.4 Last year, Her Majesty's Inspectorate of Constabulary Fire and Rescue (HMICFRS) undertook an unannounced inspection of the Force's custody provision. This inspection identified areas for improvement in how custody provision is delivered. ACC Cooper has been leading on our response to this and we remain on course to achieve these improvements.

1.5 As part of the Integrated PEEL Assessment (IPA) inspection programme, HMICFRS are reporting on specific themes in a 'spotlight report' aligned to each tranche. The final spotlight report will consider the efficiency of collaboration between forces. The report will be published in January 2020. HMICFRS will review certain collaborative policing models in more detail, to identify their effectiveness, costs, barriers and enablers to achieving effective collaboration. They will also look at what works in terms of leadership and governance of such arrangements. In Nottinghamshire, they are specifically looking at the East Midlands Criminal Justice Service (EMCJS) which Nottinghamshire are part of. Both I and the PCC welcome this inspection and will share our experiences on collaboration with the inspection team.

1.6 Following an announcement from the Prime Minister to recruit an additional 20,000 Police Officers nationwide, I am pleased that through some hard lobbying by myself and the PCC and by working closely with officials, Nottinghamshire will see the force grow by a further 107 officers this financial year. These officers are in addition to those we are already recruiting as part of our ongoing uplift programme. Such a welcome step will allow us as a force, to continue to deliver a quality policing service and support the communities of Nottinghamshire.

1.7 The information in these update reports should be taken in the context of our heavily scrutinised budgets to ensure that we are continuing to spend public money wisely. I am pleased to report that we closed the last financial year on target. That is down to

our budget holders and the Finance Team, who have worked relentlessly to ensure that the force was in a good position ready for the 2019/20 financial year. I anticipate a similar position at the end of the current financial year.

1.8 The content of this report provides various updates on the work that has been taking place over recent months set in the context of changes to our estate, increases in our workforce, changes to the budget as mentioned above and the national setting.

1.9 This update report provides information on just some of the work that has been taking place recently and is set out by each of the Police and Crime Commissioner's four strategic priority themes:

- Protecting people from harm
- Helping and supporting victims
- Tackling crime and antisocial behaviour
- Transforming services and delivering quality policing.

2.0 **Strategic Theme 1: Protecting People from Harm**

2.1 Protecting our communities from harm is a key objective for Nottinghamshire Police. We want to ensure that neighbourhoods in both the county and the city remain safe places for people to live, work and visit and we achieve this by working with our partners and communities. We have made significant inroads into reducing knife crime, serious violence, burglary and anti-social behavior and protecting vulnerable people from harm over the past twelve months and we continue to find innovative ways to achieve this.

2.2 In April the Right Honorable Nick Hurd MP granted £1,540,000 to Nottinghamshire Police for the purpose of tackling knife crime. ACC Meynell continues to lead on this work in support of Operation Scorpion. This grant complements other funding sources I have secured through the Violence Reduction Unit and early youth intervention funding streams, both of which are partnership and prevention focused. Our plans for this investment focus on hotspot policing, prevention and enforcement, intelligence and targeting, investigative responses, equipment and technology. I am delighted that our latest crime figures show reductions in both knife crime and serious assaults.

2.3 Additionally, I have invested in 50 more Specially Trained Officers (STO's) to be equipped with Taser. This will ensure that we can continue to provide the most appropriate response to incidents involving weapons and violence, without diverting resources away from other areas of policing. This uplift in Taser officers, will also allow those working on the proactive Knife Crime Team to carry the device. A recent government funding announcement has also just been made which will facilitate a national uplift of Taser officers. I have already prepared a bid for a share of this funding which will assist Nottinghamshire in allowing me to equip an appropriate but proportionate number of officers, as overall numbers increase.

2.4 In September, Nottinghamshire Police supported a national knife crime week of action as part of Operation Sceptre. This included a further knife surrender following on from the success of one in March this year. I was pleased to see that on this occasion, a number of additional partners came on board with this initiative. There was an increase in the number of surrender bins made available for people to dispose of unwanted blades, up from 15 to 25 at various locations across the county. New partners included Mount Zion Apostolic Church in Radford, Nottingham Magistrates Court, Nottingham Youth Court, Nottingham Tribunal Court, Mansfield Magistrates Court and Newark & Sherwood District Council.

A total of 949 bladed weapons were taken off the streets, which is a continued increase from the last surrender in March of this year. Some of the weapons handed in included daggers, samurai swords, bayonets, throwing knives and bowie knives.

Working in partnership, staff and officers also carried out test purchase operations to check whether retailers were complying with the law regarding the sale of knives.

Three retailers failed in their obligations to apply the law around the sale of knives, resulting in Trading Standards led investigations and prosecutions.

Other activity we undertook as part of this intensified period of policing included searches of specific public areas and intelligence led stop and search operations. As a result of this work, 34 hidden weapons were found and 12 knife related arrests were made with a further 8 knives being taken off people. This enforcement activity was complemented by community engagement visits and attendance at community events with officers going into schools, colleges, and alternative provision facilities to deliver key messages around knife crime. Finally, Operation Sceptre ran alongside Operation Guardian, where passive drug detection dogs, metal detectors, knife arches and proactive road checks using ANPR technology were used to detect, deter and disrupt those involved in drug and weapon enabled violence.

2.5 The Serious and Organised Crime Department within Nottinghamshire Police continue to achieve excellent results, all of which help to keep our communities safe. In March 2019, they undertook an enforcement operation against a crime group who were suspected of supplying controlled drugs across the city. As a result of this proactive operation, both controlled drugs and illegally held firearms were recovered. Four defendants have since been charged with conspiring to possess a firearm with intent to endanger life and conspiracy to supply controlled drugs. All will face trial in 2020.

In May 2019, the same department dealt with a separate organised crime group, resulting in the recovery of further illegally held firearms. This specific group was believed to be involved in violent incidents across the city. Eight defendants have since been charged with conspiring to possess a firearm with intent to endanger life and conspiracy to supply controlled drugs. All will face trial in 2020.

2.6 In August 2019, the Neighborhood Policing Team in Ashfield attended an address at Langton Court, Sutton-In-Ashfield, following on-going local problems at the property. Officers located a wanted person inside, hidden within a bedframe. The person was responsible for a robbery where it was alleged they had used a knife on two occasions.

2.7 In my last update, I discussed a piece of work to introduce new Automatic Number Plate Recognition (ANPR) cameras across the county in order to increase our coverage and use of this technology in the fight against crime. I am pleased to see that the benefits of this development are being seen on a daily basis, with staff and officers using this technology more and more to target criminals using the road networks of Nottinghamshire. We are currently in the process of upgrading ANPR in a number of our police vehicles, including those used by the Road Crime Team. This is a real success story in how we are actively preventing people from coming to harm using innovative tactics to support day to day policing.

2.8 How we protect the public of Nottinghamshire is of vital importance and I am pleased to update that my Public Protection Department continue using proactive and innovative approaches to managing those individuals who pose a risk to our local communities as well as undertaking effective investigations.

In August 2019, officers from Public Protection executed a search warrant at a house of a suspected registered sex offender, using some unique legislation under the Sexual Offences Act 2003. Nottinghamshire are the first force in the region to use such a power, which requires a senior officer to obtain the warrant, giving a power to enter an address in order to carry out a risk assessment and search the property. By using this power, officers were able to carry out a search of the address, start to build a working relationship with the offender and manage their risk going forwards. We are proud to be sharing this good and innovative practice with other UK police forces to assist them in keeping people safe in the same way.

2.9 Our efforts to keep people safe from harm, often involve working regionally, nationally and even internationally. In August this year, we received a phone call reporting the abduction of a very young child by a person known to the family. Staff and officers working in the police control room quickly identified a real risk that the child would be taken out of the UK, a risk that very quickly turned into reality. Through some quick thinking, good decision making and communication with authorities in Spain, a safe outcome was reached. The child was located on arrival in Spain and the offender arrested. Both were returned to the UK where the child was united with its mother and the suspect dealt with by Nottinghamshire Police, being charged with false imprisonment, child abduction, threats to kill and possession of an imitation firearm.

2.10 Finding, helping and supporting people reported missing from home, many of whom are vulnerable, remains an important priority for Nottinghamshire Police. I can update that over the last twelve months we have continued to develop our innovative approach to this problem, which places a significant strain on our resources and has a real human cost. The dedicated Missing Persons Team has developed expertise in helping missing persons and they have identified a particular problem with troubled and vulnerable young people, who will often be repeatedly missing. We estimate that aside from the human cost, each case costs around £2,500 to resolve. In Nottinghamshire, a pilot scheme is currently being evaluated, the only one nationally. Through case studies, we are referring regular missing children into the police cadet scheme. Working with partners, three such people have recently been identified and are now actively engaged with our cadets. Not only will this assist in diverting them away from a troubled lifestyle where being missing is the norm, but it will give them focus and direction and build positive relationships with the police. In addition, we are mapping hotspot locations where there are high incidences of missing persons reports, in order to develop a similar proactive problem solving approach. This innovative approach is keeping people safe and reducing demand, thus allowing policing resources to be diverted into other areas of frontline demand. I am pleased to say that our approach is now of national interest to other police forces who are keen to learn from our experience.

3.0 **Strategic Theme 2: Helping and Supporting Victims**

3.1 Nottinghamshire Police is extremely committed to helping and supporting victims of crime. It is our leading aim to bring those responsible for criminal acts to justice and to provide appropriate support to victims and witnesses throughout our investigations.

3.2 It is with great pride that I can announce that in July this year, Nottinghamshire Police became the first service in the country to provide a British Sign Language (BSL) video interpreting facility, to enable the deaf community to report crimes via a mobile device or tablet. Through their device, a person can make a live video call to a fully qualified interpreter, who will relay the call to the hearing agent. This demonstrates our commitment to making crime reporting accessible to all service users and to ensuring accessibility for everyone in our community.

3.3 I regularly receive thank you letters from local groups and individuals who we have supported as victims or simply members of the community. PC Jayne Walters recently provided a local community group with information and guidance in respect of personal safety in the home as well as whilst being out and about in public. Following her visit, as a thank you gesture, the group provided a donation which will help to bolster the money raised for my chosen charity this year, the Nottingham Search & Rescue Team (NSART).

One particular letter of thanks I received, which really highlights our commitment to the community, came not as the result of a crime having being committed but after we went to help a vulnerable person.

Two officers attended the house of an 89 year old lady who had been woken up in the early hours of the morning by a serious water leak. Our call handler did not dismiss the call and recognised that the lady was elderly and vulnerable. Officers attended but were unable to make contact with the occupant so had to force entry to the house. They provided comfort and reassurance to the lady, assisted her by turning the water off, located insurance documents, contacted the insurer, arranged an emergency plumber and lock smith and contacted her family, some of whom were on holiday. Officers also waited with the lady until another family member arrived.

The compassion shown by these officers emphasises the difference we can make to someone who needed our help.

3.4 In July 2019, I updated on Operation Signature, which helps to support vulnerable victims of fraud. In our continued support of victims, Nottinghamshire Police have now successfully applied to be part of a National Economic Crime Victim Care Unit, a pilot scheme that was funded by the Home Office for five forces to provide an enhanced service to victims of fraud. We now assess all victims referred to us via Action Fraud. High risk victims are contacted and visited by Nottinghamshire Fraud Protect Officers, whilst the low and medium risk cases will be contacted by the

national unit. I am pleased to update that through our membership of this scheme, all victims referred to Nottinghamshire Police by Action Fraud are contacted either by telephone or in person. This represents a significant increase in our capability and capacity to manage and support victims, many of whom are vulnerable to this type of offence.

3.5   Nottinghamshire Police's dedicated Cyber Team continue to support people who have been or who are at risk of becoming victims online. The team has attended numerous community based and commercial events, reaching out to an estimated 1.5 million people with their prevention and education messaging. Such events have included customer engagement discussions as well as leaflet drops in banks and retail premises. They have also undertaken workshops and given presentations to young people about how to stay safe online and have broadcast live on local radio, again delivering key messages and information about cyber-crime. I am committed to continuing the good work of our Cyber Team in order to keep people safe in an increasingly digital and online world.

3.6   Nottinghamshire Police is engaged with a national initiative called the 'Don't Be Fooled' campaign. This piece of work is aimed at preventing school children becoming involved in 'money muling' or money laundering. These types of offence have been committed in Nottinghamshire and involve fraudsters or organised criminals approaching school children to manipulate them into receiving money into their accounts before transferring it onwards, in the process earning themselves a fee for doing so. This is seen as easy money for the children but is a crime and reduces the risk of organised criminals being caught. Our Financial Investigation Team are working nationally and with local schools to introduce this campaign. Where vulnerability is identified, financial investigators will deliver an assembly briefing to pupils to highlight the dangers of this activity.

3.7   I have discussed previously how our Public Protection Department proactively protect our communities from harm however they are equally committed to supporting those individuals who have been victim of some of the worst crimes against the person, both in the present and the past. I am able to update on some recent successful outcomes brought about through the work of my staff and officers on the department.

In October 2019, a man from Bircotes Nottinghamshire was sentenced to 9 years in prison at Nottingham Crown Court. He had already pleaded guilty to four counts of rape and one count of actual bodily harm back in July. The 39-year-old was also ordered to sign the sex offenders register for life. He was arrested on 28 July 2019 after a report of an assault and serious sexual assault. The victim was left with very extensive injuries as a result of this crime.

In July 2019, a 38 year old man from Rainworth was sentenced at Nottingham Crown Court. He pleaded guilty to eight sexual offences involving young children and has been given an extended jail sentence of 10 years, a Sexual Harm Prevention Order for a period of 10 years and placed on the Sex Offenders Register indefinitely.

Again in July 2019, a 24-year-old man was jailed for 15 years after being found guilty of sexual offences against children. The man from Bestwood, was sentenced at Nottingham Crown Court to 10 years in prison and five years on extended license. He was also given a sexual harm prevention order and will be placed on the sex offenders' register for life.

Finally, just last week on October 29th, a man was jailed for 30 years at Nottingham Crown Court after committing a series of child sexual offences. The 65 year old from Mansfield, was found guilty of 15 charges, including rapes of children under 13 as well as sexual assault. He will not be able to seek parole for at least 20 years and it is likely he will remain in prison for the rest of his life.

3.8   Supporting people who need our help and upholding the victim code of practice is at the heart of what we do and I always see examples where my staff and officers provide an excellent service to victims of crime. The following are just a few recent outcomes which highlight this ongoing commitment.

In October 2019, three men were sentenced at Nottingham Crown Court following an attempted robbery in Lowdham, where a man suffered head injuries in a violent attack. Sentences ranged from 2 to 7 years in custody and followed a substantial investigation in what was identified as a planned and pre meditated attack. The victim was a 68 year old male who lived alone. Investigating officers supported the victim throughout the investigation and engaged with partner agencies and adult care services upon his release from hospital to ensure support was in place. The victim gave compelling evidence during the trial.

In March 2019, the Mansfield and Hucknall areas were subject of a number of distraction type burglaries where a lone female was responsible for deceiving her way into the houses of elderly and vulnerable people, before stealing cash. Officers from CID undertook a thorough and determined investigation into these despicable crimes and gathered sufficient evidence to identify arrest and charge the female in question with one offence. Whilst on remand in custody, staff and officers continued their determined investigation and because of this were able to gather sufficient evidence to link her with the other similar offences and as a consequence, she admitted to all of them when interviewed in prison. More recently, the female has pleaded guilty to all four of these burglaries and was duly sentenced to a number of years in prison.

In January 2019, a burglary involving the use of weapons happened at a house in Newark. As a consequence of the attack where knives were used, both the male and female occupants sustained serious injuries. Following a detailed investigation and identification procedures undertaken by CID, two known suspects were identified. One was arrested, however the other fled to the south of the UK before returning to a local house. Through some determined work by investigators, the second suspect was found and arrested and both were charged. The victims were extremely worried

because the suspects were known to them, however investigators and our Witness Care Department supported them throughout, giving them the confidence to describe what happened in Crown Court. One suspect pleaded guilty to the offence however following a not guilty plea by the second suspect, a trial followed where investigators and prosecutors worked hard to disprove his defence. The second suspect was found guilty and both were sentenced to a total of 26 years in prison. The victims were very complementary of both the investigation and the support they received from Nottinghamshire Police throughout this horrendous ordeal.

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4.0   Strategic Theme 3: Tackling Crime and Anti-Social Behaviour

4.1   In context of the recent national crime statistics up to June 2019, published on October 17th by the Office For National Statistics (ONS), I can update on the current position of recorded crime in Nottinghamshire.

As of October 24th 2019, all reported crime in Nottinghamshire has increased by 1.6% year to date, compared with this time last year. The real reason for this increase can be partly attributed to more recorded drugs and weapons related offences. This is significantly different to many other forces regionally and nationally.

Such increases result from a great deal of proactive policing work conducted by Nottinghamshire Police's Serious and Organised Crime Department. This has been complemented by some robust local policing led operations, such as Operation Relentless, Guardian and Prolate. These operations have been particularly successful in tackling people using mamba in the last year, with officers taking enforcement action whilst working with partner agencies to refer people into treatment and prevent future offending. Likewise, as I have previously discussed, Operations Sceptre and Scorpion have focused on weapon based criminality in support of the daily proactive work undertaken by our dedicated Knife Crime Team, who have had a significant impact upon detecting and disrupting weapon and drug related offences, which often go hand in hand.

I have a continued commitment to reducing knife crime and can report that there has been a 7.7% decrease in knife crime year to date. This is a very significant achievement for the force and a reflection of the joint work we are doing to tackle the issues, alongside partners and stakeholders

Robbery in Nottinghamshire has reduced by 2.1% so far this year, with robbery of personal property showing a slight decrease of 0.5%. The dedicated robbery team remain tasked and committed to preventing, disrupting and detecting some of the most serious, weapon-enabled street robberies. This is particularly pleasing in light of the recent national crime figures I have mentioned, which show an 11% increase in recorded robbery in England and Wales.

I am pleased to update that violence involving the most serious injury has fallen by 13.3% so far year to date. An overall increase in violence is partly attributable to a change in the way that we now record stalking and harassment offences, which have meant 800 more have been recorded compared with last year.

It is also pleasing to note that recorded occurrences relating to hate crime, which is a priority for Nottinghamshire Police, are down in comparison to last year. We remain committed to protecting those people in our communities who experience hate. Our recently commissioned hate and knife crime Primary School Programme indicates our unstinting determination in this area.

The hard work and effort by our new dedicated burglary teams in the city and county should be recognised as this is having a positive impact on recorded crimes of burglary which again are down by 4.2% compared to this time last year.

Lastly, I can update that vehicle crime has seen a 9.6% overall reduction year to date, along with anti-social behaviour which continues to fall. We remain committed to tacking those issues which affect the quality of life in our communities.

4.2   Operation Reacher continues to be at the forefront of the force's daily activity, utilising all four strands of the 'Prepare, Prevent, Protect and Pursue' model in support of sustained disruption of organised crime in local communities. It is my intention to replicate this successful crime and community focussed model of policing across the rest of the Nottinghamshire, through the planned uplift in police officers. I look forward to updating on the progress of this and the positive impact it will have on communities across Nottinghamshire.

Nottinghamshire Police's current Operation Reacher Team remain tasked with proactive policing work in the Bestwood and Top Valley areas of Nottingham. The operation began in April 2018, as part of a wider approach to dealing with organised crime and to support the local community. To date, Operation Reacher has resulted in 270 arrests, 471 traffic offences, removed 456 illegal cars and 53 motorcycles from the streets, undertaken over 200 search warrants, recovered 209 drug related exhibits and generated 877 pieces of criminal intelligence to direct ongoing activity. Suspected criminal money to the value of £288,000 along with 57 weapons have been recovered through this operation. This has been complemented by 196 items of community intelligence and resulted in 1295 Twitter and 4261 Facebook followers for the Operation Reacher Team.

The Operation Reacher team regularly organise youth community based events as we recognise that these are central to showing children the human side of policing and fundamentally the right path in life. In August 2019, the team took a different approach and organised a first aid day at Bestwood Community Church for children aged 6 to 13. The session was aimed at equipping children with useful life skills at the same time as developing a positive relationship between the participants, their parents and the police. Parents added that this had been an excellent forum for them to share their concerns about crime and anti-social behaviour in the Bestwood and Top Valley areas.

4.3   The use of innovative, evidence based and problem solving approaches to reducing crime and anti-social behaviour is the key to a successful local policing model. During the summer period of 2019, the Ashfield Neighbourhood Policing Team identified a problem with shop theft in Sutton-In-Ashfield town centre. These offences were believed to be linked to the use of drugs, in particular mamba, and its related anti-social behaviour. Acting upon this information and on feedback from partners, the team adopted a problem solving approach to tackling the issue. This involved data analysis to identify key locations along with a top 10 of prolific shoplifters operating in

the area. Working with partners, the local authority and business community, these most problematic individuals were targeted through enforcement and the issuing of community protection notices to restrict their behaviours. Local shops played a big part by issuing banning notices and investing in body worn video technology for their staff to gather evidence and act as a deterrent. Through an evaluation of this work, it is estimated that associated crimes dropped by over a half and more importantly, feedback from shop owners and community leaders suggested that the feel of the town centre had improved significantly.

4.4   In a recent investigation led by the Serious And Organised Crime Department, Nottinghamshire Police identified a group of criminals from Albania who were illegally living in the UK. Property searches located a large quantity of cannabis and £23,000 in cash. As a consequence, arrests were made for immigration and drug supply offences. Extensive investigations established that financial transactions involving the group were not consistent with lawful business activity or legitimate employment. Using powers under The Proceeds of Crime Act 2002 and Criminal Finances Act 2017, monies were seized and bank accounts frozen. A further £20,000 was also forfeit from an associated bank account. Following subsequent court hearings, it is hoped that Nottinghamshire Police will receive 50% of these funds to put back into local policing. This case is a good example where making innovative use of the law can be very effective in detecting and disrupting criminality, as well as legitimately re-diverting criminal funds into the fight against crime.

4.5   Targeting criminal proceeds of crime and tackling the problem of money laundering, is an innovative and effective way to disrupt and reduce crime generally. Nottinghamshire Police have recently undertaken a campaign aimed at increasing the amount of intelligence we receive about the association between criminal proceeds and both organised and acquisitive crime. We recently launched our version of the campaign with a public engagement event in the city, supported by the PCC and attended by local media. This activity saw a sharp increase in financial intelligence gathered, with around 120 reports being attributed to this campaign. Additionally, awareness of the issue was raised among the public, partners and colleagues within Nottinghamshire Police. As a consequence of our subsequent action taken, in excess of £230,000 of criminal proceeds have been frozen with ongoing procedures leading towards full confiscation of this money. I look forward to updating on the outcome of this piece of work.

4.6   In October 2019, acting under Operation Vow, officers undertook a period of targeted work focussing on the problem of 'county lines'. During this time, three warrants under The Misuse Of Drugs Act were carried out at an address in Newark. A male was charged with associated offences and given conditions to keep out of Newark whilst a female remains under investigation. Class A drugs were recovered from two of the addresses in question. As part of our multi agency and preventative approach to this issue, partners were briefed to offer additional support to drug users who reported that drug supply had been significantly disrupted by this action. We also visited five people who had been identified as potential future victims of 'county lines'

exploitation. The purpose of theses visits was to educate them on the risks, explore their vulnerabilities and through partnership support, prevent them from becoming victims. Operation Vow will continue this proactive and safeguarding approach to the problem and a local 'county lines' partnership meeting is scheduled for November alongside a full evaluation of the outcomes to this work.

4.7   In recognising that crime and anti-social behaviour affect the entire county, Nottinghamshire Police remains committed to tackling rural crime. To complement ongoing initiatives, during October this year, we participated in a national targeted rural crime week of action. The purpose of this was to focus both policing and partnership minds on the problem and raise the profile of rural issues. Whilst crimes against wildlife can be an emotive issue, the harm caused to rural communities is also very real, with personal harm and significant financial loss associated with each case. The week saw a period of enhanced activity using all of our available tactics in this period. Specific activity included proactive patrols to disrupt illegal hunting, poaching and hare coursing whilst reassuring the rural community and building trust and confidence by bringing offenders to justice. Officers and staff tackled the issue of speeding on country roads and through rural villages as well as anti-social behaviour and criminal damage caused by individuals using off road bikes on private rural land.

I will update on the full outcome of this work in my next report when the results have been evaluated, however early indications suggest that this week of action had a positive effect in terms of dealing robustly with reports of poachers and also gathered intelligence we believe links to organised criminality, which we can now seek to disrupt. Work undertaken on speeding in rural villages supported the view of the public, that vehicles continue to drive too fast for the rural roads. A number of drivers were summoned or warned for their speed or manner of driving.

5.0 <u>Strategic Theme 4: Transforming Services and Delivering Quality Policing</u>

5.1 As part of our Priority Plan in 2018, in order to improve the quality of policing services in Nottinghamshire, a new force operating model was put in place. This new model saw the force move from a thematic structure to a geographically based one. Response officers were increased from 435 to 475 and bases from 7 to 22. Critically, the new policing model was designed around local partnership bases, where Response Teams are co-located with Neighborhood Policing and CID. I am pleased to confirm that the final moves of estate and people have recently been completed and that our new policing structure is now fully delivering the locally based service it was designed for.

Response times continue to be the source of important management information and the current average is 10 minutes for an officer to attend immediate calls and 48 minutes for urgent incidents. This is an improvement from the 54 minutes measured in the first quarter of 2017/2018 under the previous model. It is as a consequence of our new policing model that response times to urgent incidents have improved as a whole.

5.2 At the Police and Crime Panel meeting on 23rd September 2019, I updated members on the current reactive demands placed upon Nottinghamshire Police and our current performance. I highlighted that in the year to date, the number of 999 calls we received had increased by 2%. I also pointed out that the HMICFRS 'Big Data' project showed that compared to similar forces and the national average, Nottinghamshire have a greater number of reported incidents per head of the population. I was pleased to note that despite this demand, the force now has one of the lowest abandonment rates in the country and on average answers 999 calls in 2 seconds and 101 calls in 22 seconds. This is faster than similar forces to us and much better than the national average.

5.3 Operation Uplift is Nottinghamshire Police's response to the Prime Minister's decision to increase police officer numbers by 20,000 nationally that I mentioned previously in this report. As part of the national arrangements, our Head of People Services has been seconded to support the East Midlands Region in the delivery of this uplift. In force, I have appointed a Superintendent on a temporary basis to lead on this significant piece of work in force and I am pleased to update that we have well developed plans to quickly deliver on recruiting our local allocation of extra officers. There will be an impact on the entire workforce to cater for this uplift, as well as retirements and the final element of rank adjustments to manage. This uplift represents both a challenge and an opportunity which I welcome, and I am pleased that we will be at the forefront nationally. The force already has bold plans to have 175 new police constables join the front-line by March 2020, but following this announcement, we want to add the extra 107. In total, this could be one of the largest ever increases in a single year.

During this recruitment activity we will intensify our efforts to diversify the officer workforce and make Nottinghamshire Police representative of the communities we serve, with a modern demographic and outlook. Specific initiatives include the use of Community Ambassadors who advocate a career in the police service, Special Constables, Cadets and our Mini Police working with local policing teams at specific recruitment events and a robust communications strategy to reach out to a range of communities and locations such as colleges and our two universities.

5.4   In my previous report from July, I included an update on the collaboration programme and business case between Nottinghamshire Police and Nottinghamshire Fire & Rescue to develop a joint Headquarters building. I am pleased to report that progress continues and that a formal tender process has now been completed for site clearance at the existing Police Headquarters. The successful contractor has been informed of the outcome and arrangements are being made for the commencement of this work, once planning has been finalised. Work continues to tender applications for a build contractor and I will have a further update in my first report of 2020.

5.5   In July I also updated that in partnership with Nottinghamshire Fire & Rescue, we had purchased two drones and that 15 pilots had attended their training. The force is now seeking a licence from the Civil Aviation Authority in order to fly these drones operationally. Our pilots are undergoing their final flight tests, including night-time flying permissions. A proposed operating and staffing model has been developed and is under discussion with the Fire & Rescue Service. It is anticipated that our drones will be operational from the New Year, and I look forward to seeing the operational benefits they will deliver to all aspects of policing in 2020 and beyond.

5.6   Plans will be soon be finalised for the refurbishment of our old Northern Control Room at Mansfield Police Station and when this is complete, the room will provide three information technology training classrooms and a backup control room facility for the force when required.

5.7   I previously mentioned in the introduction, the HMICFRS unannounced custody inspection which took place last autumn. Nottinghamshire continues to deal with a high level of demand for its custody facilities and we still process in the region of 1500 detainees a month, more than elsewhere in the East Midlands. Despite this, we remain on course to improve in the areas identified by HMICFRS. Our ethos remains to see the continued safe detention of those arrested and sustainable improvements in custody services. From an estates point of view, I am pleased to say that the Nottingham Custody Suite Project remains on course and planning permission was granted on October 23rd 2019 for the new building on Radford Road. As I have previously said, construction of the suite will bring employment and benefits to the area. We will aim to use local suppliers and contractors where possible and we will be discussing apprenticeships and other ways of giving back to the local community with the main contractors.

5.8 Through our ongoing collaboration with The University Of Derby, I am pleased to say that in January 2020, a further cohort of 18 student officers will enrol on the Police Constable Degree Apprenticeship (PCDA) programme and join Nottinghamshire Police. This makes the total number of officers who have taken this route into service with Nottinghamshire Police since last year, in excess of 80. In addition, a number of senior and potential senior officers have enrolled onto the Police Leadership, Strategy and Organisation MSc Degree at Derby. There are real benefits to this collaboration with Derby University, which will give student officers the occupational knowledge and skills they require to become effective police officers, whilst senior and potential senior leaders will acquire the academic development that will enable them to successfully undertake strategic leadership roles now and in future.

6. **Some further key results since July 2019**

6.1   In July 2019, our Citizens in Policing Department (CIPD) opened two new Junior Cadet Bases in the Bulwell and Sherwood areas of Nottingham. Our cadets, aged between 11 and 16 years old, come together on a weekly basis to learn about policing, improve their interpersonal skills and make new friends. The bases cover sports, communication, team building and personal safety, all of which are supported by a dedicated cadet leader. The aim of the Junior Cadet Programme is to build trust and confidence in young people as well as providing them with skills and opportunities to succeed in life. There are currently four Junior Cadet Bases; Mansfield, Sherwood, Bulwell and Worksop, with plans to open another base in Radford later this year. In 2018-2019, black and minority ethic representation (BAME) among cadets has risen from 8% to 20%, which is really positive as we strive to make Nottinghamshire Police representative of the communities we serve and engage positively with diverse communities. Of note, 20% of cadet places are allocated to youths who are deemed as vulnerable, such as those who regularly go missing from home. We are working hard with partners, including local authorities, schools and youth workers to divert these individuals into the programme. This is also a really effective way of building positive relationships between the police and young people, managing their adverse childhood experiences and diverting them away from crime and making the wrong lifestyle choices.

6.2   The good work of our Schools and Early Intervention Officers (SEIOs) received media interest in July, when media and camera crews went to sit in on a lesson in order to find out more about the efforts we are making to educate young people and prevent them becoming involved in crime, as either a victim or perpetrator. The SEIOs teach a number of subjects to young people, including knife crime, cyber safety, drugs, alcohol and criminal damage. The force has been piloting three SEIOs in 12 schools across the county throughout the academic year and the results will be independently evaluated by Nottingham Trent University. The SEIOs programme continues to be part of and support to the wider preventative local policing tactics we have in force as we continue to work to prevent young people entering the criminal justice system. As part of Operation Sceptre, all SEIOs carried out additional knife crime inputs within their schools.

6.3   In September this year, our youngest recruits braved the wet weather to help support thousands of runners who took part in this year's Robin Hood Marathon. Children involved with our Mini Police Programme, from the city and county, came together to assist runners at the finish line. Mini Police leaders and pupils worked hard together, ensuring that runners received a warm return, congratulating them, handing out much needed foils to keep them warm and directing the runners to receive first aid when required. This was the first of our community engagement activities for this academic year and the children received praise and thanks from members of the public. This engagement allows the local community to see young people involved in Nottinghamshire Police in a positive way.

Over the next 12 months, our Mini Police have a full diary of activities planned including visits from the dog section and sessions on first aid and cybercrime.

6.4 By working with partners and the communities we serve, we make Nottinghamshire a safe and secure place to live, work and visit. It is important to me that we showcase how our staff and officers work hard to achieve this on a daily basis, along with the risks they face and challenges they meet. Following the success of Cops UK: Bodycam Squad, which came to an end earlier this year and showcased the work of front line Nottinghamshire Police teams on national television, our Operational Support Department is being given a similar opportunity to show how they police Nottinghamshire's road network. In the latest series of a popular national TV series, Channel 5's Police Interceptors, film crews will be out on patrol with Operational Support as they go about their daily business of targeting criminals using the roads and keeping the public safe. Whilst the primary focus of Police Interceptors will be on roads policing and road casualty reduction, it will also feature some of the other specialist roles within Operational Support and across the force, including armed policing, dogs and tactical support. The first episode featuring Nottinghamshire is expected to be broadcast in autumn 2020. Police Interceptors is being made by Raw Cut TV – the same documentary crew who made the successful Cops UK: Bodycam Squad documentary series.

STRATEGIC RESOURCES AND PERFORMANCE
WORK PROGRAMME

4 March 2020		
ITEM	**Report Focus**	**REPORT AUTHOR**
Police and Crime Plan Priority Theme 2 • *Helping and Supporting Victims*		
Victim Care Contract Annual Update (presentation)	Performance overview and main achievements	OPCC
Victims Code Compliance	Performance and compliance with victims code.	Force/OPCC
Domestic Homicide Review's Learning and Recommendations	High light main learning and progress against recommendations	Force
Police Response to Hate Crime	Performance, support for victims and partnership response	Force
Future of Sexual Violence Services in the city and county	Need assessment, demand and service delivery model.	OPCC
Replacement SARC	Business case and funding	Force/OPCC
Force and OPCC IICSA Response Plans	Progress Against Findings and Recommendations	Force/OPCC
Strategic Items		
Police and Crime Plan Strategic Assessment	Main findings and recommendations	OPCC
Police and Crime Plan Citizens Survey	Main findings and outcomes	OPCC
Police and Crime Plan Revised Performance Framework and Delivery Plan	20/21delivery plan. Force, OPCC and partners actions	OPCC
Police and Crime Plan –Delivery Plan Update	Theme 2 monitoring	OPCC
Community Safety Small Grants	Approval of awards	
Standard Items		
Performance and Insight Report	Performance against police and crime plan	Force
Capital Report	Monitoring against capital	Force
Revenue Budget Outturn		Force
Chief Constable's Update	Chief Constable's achievements and briefing	Force
Regional Collaboration (Verbal Update)	Update on key developments and activity	Force
14 May 2020		

	ITEM	Report Focus	REPORT AUTHOR
	Police and Crime Plan Priority Theme 3 • *Tackling Crime and Anti-Social Behaviour*		
	Neighbourhood Policing – Engaging Communities and Problem Solving	Impact of uplift, changes to Policing model, Officer numbers, public engagement findings and progress on problem solving and severity model	Force
	Rural Crime Strategy and Delivery plan	Performance and key achievements against action plan,	Force
	Violence Reduction Unit, Early Intervention and Surge Funding Outcomes	Performance and key achievements against funding plans	OPCC/VRU
	Integrated Offender Management	Performance overview and changes to model. Specific focus on management of Knife crime and domestic abuse perpetrators cohorts	Force
	Strategic Items		
	Community Safety Funding: CDP, SNB and Community safety grants	Presentations from Safer Nottinghamshire Board and Nottingham Crime Reduction Partnership. Key achievements, delivery plan and resource requirements Outcome and key achievements of community safety grants	OPCC OPCC
	Police and Crime Plan –Delivery Plan Update	Theme 3 monitoring	OPCC
	Standard Items		
	Performance and Insight Report	Performance against police and crime plan	Force
	Capital Report	Monitoring against capital	Force
	Revenue and Capital Outturn	End of year budget outturn	Force
	Regional Collaboration (Verbal Update)	Update on key developments and activity	Force
	Fees and Charges	Proposed fees and charges for 2020/21	Force

15 July 2020

	ITEM	Report Focus	REPORT AUTHOR
	Chairs Meeting • ***National Policing – Strategic***		
	Police Reform Transformation Programme – workforce modernisation specialist capabilities enabling digital policing business delivery. Emergency Services Network (ESN)	State of readiness, local implementation, service improvement and resource requirements.	Force
	Strategic Policing Requirement (SPR)	HMIC Inspection outcome. Local assessment against SPR	Force
	National Police Air Support (NPAS)	Future model of delivery and funding requirements.	Force
	Transforming Forensics	Regional performance and changes to business Case	Force
	Standard Items		
	Chief Constable's Update	Chief Constable's achievements and briefing	Force
	Performance and Insight Report	Performance against police and crime plan	Force
	Capital Report	Monitoring against capital	Force
	Finance Revenue Budget Outturn		Force
	Regional Collaboration (Verbal Update)	Update on key developments and activity	Force

	10 September 2020		
	ITEM	**FREQUENCY**	**REPORT AUTHOR**
	Police and Crime Plan Priority Theme 4 • *Transforming Services and Delivery Quality Policing*		
	Estates Strategy and Rationalisation	Changes to estate. Progress against refurbishment, new build and joint head quarters (Fire and Police). Neighbourhood offices review	Force
	Health and Safety	Governance oversight, overview of incidents and learning lessons	Force
	Workforce Planning	Work Force numbers. Uplift, sickness absence, Learning and development, apprenticeship levy, discipline and grievance. BAME representation, retention and progression.	Force
	Equality, Diversity and Human Rights	Equality Act 2010 duties, positive action, training, workforce profile and engagement and consultation with BAME communities	Force
	Stop and Search	Performance overview, use, proportionality and outcome rate. Highlighting any changes to legislation or guidance	Force
	Use of Force	Performance overview, use, proportionality and outcome rate. Highlighting any changes to legislation or guidance	Force
	Health and Wellbeing	Work undertaken to improve health and wellbeing. Highlighting key achievements	Force
	Environmental management	Action to address environmental management, focusing on carbon waste recycling, fuel consumption	Force
	Strategic Items		
	Police and Crime Commissioner's Annual Report	Publication of annual report. Legal requirement	OPCC
	Force Management Statement	Briefing on Force Management Statement findings. Publication of Summary.	Force
	Police and Crime Plan –Delivery Plan Update	Monitoring theme 4	
	Standard Items		

	Performance and Insight Report	Performance against police and crime plan	Force
	Capital Report	Monitoring against capital	Force
	Finance Revenue Budget Outturn		Force
	Regional Collaboration (Verbal Update)	Update on key developments and activity	Force

	4 November 2020		
	ITEM	Report Focus	REPORT AUTHOR
	Police and Crime Plan Priority Theme 1 • *Protecting People from Harm*		
	Children and Adult Safeguard	Legal requirements, progress against HMIC recommendations, performance and criminal justice outcomes, Public Protection Unit resourcing, IICSA response and progress against force improvement plan.	Force
	Modern Slavery –	Performance and response. Highlighting key achievements	Force
	Cyber enabled Crime and Keeping People Safe Online	Performance and response. Highlighting key achievements.	Force
	Missing Persons	Demand profile, risk assessment, force and inter-agency response, progress, HMIC findings and recommendations. Lessons learnt from other forces.	Force
	Strategic Items		
	Police and Crime Plan –Delivery Plan Update	Monitoring theme 1	OPCC
	Standard Items		
	Performance and Insight Report	Performance against police and crime plan	Force
	Capital Report	Monitoring against capital	Force
	Finance Revenue Budget Outturn		Force
	Chief Constable's Update	Chief Constable's achievements and briefing	Force
	Regional Collaboration (Verbal Update)	Update on key developments and activity	Force