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Mr Paddy Tipping  
Police and Crime Commissioner  
County Hall  
West Bridgford  
Nottingham

cc Kevin Dennis, Chief Executive

23 September 2014

Dear Paddy,

**OUTCOME OF PANEL'S CONSIDERATION OF POLICE AND CRIME COMMISSIONER'S  
ANNUAL REPORT 2013-14**

I am writing to confirm the outcome of the Police and Crime Panel's consideration of your second Annual Report which you presented to the Panel meeting of 18 June 2014.

As you are aware from attending the meeting, Panel Members raised concerns about the following issues (further details of which are contained in the attached minute extract from the meeting):-

- the increase in crime in the Partnership Plus areas in the County and the priority wards in the City, despite additional funding into those areas. Members felt that the Panel had a role to play in considering how to secure future improvements in those areas; and
- the poor performance in criminal justice processes.

Members also requested further clarification about the following issues:-

- the reasons behind victims' dissatisfaction with the services they receive from the Police; and
- current performance levels on Proceeds of Crime Act forfeitures and confiscations (further clarification on this issue was included within your regular update report to the Panel meeting of 15 September 2014).

The Panel looks forward to receiving further updates on issues contained within the Police and Crime Plan as discussed.

Yours sincerely,

Executive Mayor Tony Egginton  
Chairman of Nottinghamshire Police and Crime Panel

**EXTRACT FROM THE MINUTES OF THE NOTTINGHAMSHIRE POLICE AND CRIME  
PANEL MEETING HELD ON 18 JUNE 2014**

**1. POLICE AND CRIME PLAN (2013-18) – ANNUAL REPORT**

The Police and Crime Commissioner introduced his annual report and highlighted a number of successes during 2013/14 including delivering a balanced budget (with the Commissioner's Office also being amongst the lowest costing nationally), an increase in Police Officers (78) and Police and Community Support Officers (PCSOs) (67), a 38% reduction in Anti-Social Behaviour (ASB) since 2011-12, and progress on the domestic violence and victims agendas.

During discussion, the following points were raised:-

- the first cohort of Police Cadets had been appointed and a second cohort was being progressed (both included a good proportion from Black and Minority Ethnic (BME) backgrounds). The Nottinghamshire cadets had recently won an award as the best Cadet Force nationally;
- Members raised concerns about the increase in crime in Partnership Plus areas despite additional funding from partner agencies and highlighted the Ashfield District Council pilot Prevention Strategy which aimed to address ASB in Sutton East and Sutton Central. The proposals included purchasing a property in the area which would be turned into social housing afterwards. Dedicated District Council officers would be deployed and ideally it was hoped that the Force would take a similar approach, to ensure commitment and knowledge of the area.

The Commissioner acknowledged the importance of continuing to target the Partnership Plus areas in the County and the Priority Wards in the City (the latter of which accounted for 25% of all crime in Nottinghamshire). A multi-agency review of the Partnership Plus areas had been undertaken and the Commissioner and the Chief Constable agreed that a lot more could be done to improve outcomes in these areas. The Chief Constable underlined the Force's commitment to prevention, with a prevention team currently being funded through the National Police Innovation Fund and Ashfield being one of the first areas targeted. The Force continued to prioritise resources towards areas of greatest need, with local policing services deployed primarily to deal with local policing matters. The importance of developing such services with partners, rather than addressing problems in isolation as previously, was also recognised. The Commissioner stressed that the Force deployed resources to deal with crime and ASB hotspot areas and underlined his commitment to the project in Ashfield. Broxtowe Borough Council was also looking to address similar issues through innovation, including the use of new powers to tackle ASB.

In terms of making a real difference in such areas, the Commissioner highlighted that previous sources of funding were no longer available but added that money alone was not the answer. Examples of good practice, such as the successes in Cotgrave, needed to be replicated and he felt that currently there was insufficient analysis of work being undertaken to ensure a real difference was actually being made in areas that had experienced social deprivation for over sixty years. Members felt that in the past largely cosmetic improvements had been made to estates in these areas but the difficult issues surrounding individuals and their behaviour had not been resolved. The loss of beat officers with local knowledge, which was recognised as a result of the financial issues affecting the Force, also reduced the impact which the Force could have. Members felt that the issue of how to secure improvements in these areas should be considered by the Panel as well as the Safer Nottinghamshire Board.

In response, the Commissioner underlined the significantly reduced resources available to the Chief Constable compared to three years ago and highlighted the recent rise in crime in Nottinghamshire and neighbouring authorities such as Leicestershire and Derbyshire. HMIC was keen to see improvements in how the Force dealt with issues such as domestic violence and serious organised crime and the only way in which that could be achieved in a period of reduced funding was by working smarter and in partnership, focussing on the largest areas of risk such as burglaries, vehicle crime.

With regard to progress in the priority City wards, the Commissioner stated that the Nottingham Crime and Drugs Partnership continued to be very active, receiving joint funding from Nottingham City Council and the Commissioner. Areas like the Arboretum and St. Anns were being targeted with additional Force resources. Project Aurora in the City was recognised as best practice nationally, with joined-up working on issues such as licensing providing effective solutions;

- Members queried the reasons for the poor performance in criminal justice processes, such as the quality and promptness of case files. The Chief Constable felt that currently there was an overcomplex approach as to what needed to be included in case files, with processes geared more to ensuring all boxes were ticked (however relevant) rather than whether the contents of a file were appropriate to prove an offence. The HMIC had criticised Forces for overbuilding case files in the past but officers were keen to build cases to address any areas of potential challenge, recognising the pressures that the Crown Prosecution Service faced in review files. An officer from Nottinghamshire had been chosen as the national lead on file quality and criminal justice and different technical solutions were being developed for specific types of offences, such as theft and public disorder.

With regard to the rate of effective trials, Members queried whether there was a localised problem with Court timetable listings. The Chief Constable stated that this was a judicial issue which he had no influence over and was therefore inappropriate for him to comment upon. The Commissioner underlined that the Courts were also outside of his remit but underlined that the Chief Constable had regular discussions with Court Services and the Crown Prosecution Service;

- Members queried the reasons behind victims' dissatisfaction with the services they received from the Police. The Commissioner agreed to provide further information about this and report back on Nottinghamshire's progress as one of the early implementers in delivering Victims' Services;
- Members queried progress with the proposed savings of £12.7m in 2014/15. The Commissioner stated that there were 142 budget lines which would contribute to the savings and these were monitored on a regular basis. He felt that the major areas of potential savings were overtime and regional collaboration. The new Target Operating Model would enable more appropriate utilisation of staff and officers, a better operational mix and more opportunities for collaboration. Wherever possible, specialist services need to be delivered in collaboration and the next areas being considered were around IT, criminal justice, HR, business and finance. The Commissioner underlined that Nottinghamshire was involved in all of the existing collaboration agreements in the region;
- Members queried the Commissioner's plans for contract management and how Value for Money would be assessed in future contracts. In response, the Commissioner recognised that the public sector had traditionally not been good at contract management. He had changed areas of responsibility amongst his Officers to better

deal with commissioning issues. The Force's Procurement Unit served most of the Forces in the region and had reviewed all of the main contracts, although further progress was needed. The Unit was in discussion with other Forces outside of the region with a view to procuring on a larger scale, for example, around the purchase of uniforms.

The Force was progressing the sharing of back office costs with Northamptonshire and Cheshire and had also made a bid to the Home Office for funding to develop the shared provision of IT. The Home Office bid for the implementation of on-body video cameras covered all five Forces in the region. The Chief Constable added that collaboration was being progressed with three other Forces for operational support, firearms, dogs, and road crash investigation. A single Head of Criminal Justice post for all four Forces would help simplify case administration, although the challenges caused by the different information management systems used currently were recognised.

Members queried the differing levels of projected savings from collaboration amongst the five forces in the region. The Commission and the Chief Constable underlined that the Forces had different starting points with regard to their existing levels of service and therefore contributed varying amounts and achieved differing levels of savings and benefits. The Commissioner added that the Force was undertaking careful cost/benefit analysis of any areas of collaboration to ensure that any potential hidden costs were considered.

- Members highlighted that the average order value of Proceeds of Crime Act confiscation and forfeiture orders was shown as a 33.7% increase on last year. This was at odds with the regular performance updates to the Panel which had shown a consistently reduced level of performance (with the figures reported to the April meeting of the Panel showing a 33.7% decrease). The Commissioner agreed to seek clarification on that issue and update the Panel. He also stated that the Chief Constable had put extra resources into this area to improve performance.

#### **RESOLVED 2014/020**

**That the Panel's views on the Annual Report be noted.**