

**MINUTES OF THE MEETING OF THE NOTTINGHAMSHIRE POLICE AND CRIME  
COMMISSIONER JOINT AUDIT AND SCRUTINY PANEL HELD ON TUESDAY 5<sup>TH</sup>  
DECEMBER 2017 AT FORCE HEADQUARTERS, SHERWOOD LODGE, ARNOLD,  
NOTTINGHAMSHIRE COMMENCING AT 10AM**

**MEMBERSHIP**

(A – denotes absent)

Mr Stephen Charnock (Chair)

Mr Leslie Ayoola

Mr John Brooks

Dr Phil Hodgson **A**

Mr Peter McKay

**OFFICERS PRESENT**

Sara Allmond	Democratic Services, Notts County Council
Rachel Barber	Deputy Chief Constable, Notts Police
Mark Kimberley	Head of Finance, Notts Police
Julie Mair	Head of Corporate Development, Notts Police
Anita Pipes	KPMG
Charlie Radford	Chief Finance Officer, OPCC
Paddy Tipping	Police & Crime Commissioner
Brian Welch	Mazars
Paul Winter	Superintendent, Notts Police

**1) APOLOGIES FOR ABSENCE**

Apologies for absence were received from Dr Phil Hodgson, Andrew Cardoza and Chief Constable Craig Guildford.

**2) DECLARATIONS OF INTEREST BY MEMBERS AND OFFICERS**

No declarations of interest were made.

**3) MINUTES OF THE PREVIOUS MEETING**

The minutes of the last meeting held on 28 September 2017, having been circulated to all members, were taken as read and were confirmed and signed by the Chair.

**4) PROGRESS AGAINST ACTION TRACKER**

The following update were provided:-

- Action 002 – the draft new terms of reference were currently going through the approval process.
- Action 005 – action is complete

- Action 009 – this will now be reported to the March 2018 meeting.

## **5) PRESENTATION ON THE BUSINESS CHANGE PROGRAMME AND PLANNED REVIEWS FOR 2018/19**

Supt Paul Winter gave a presentation to the Panel on the business change programme and planned reviews for 2018/19. The presentation is attached to the minutes as **Appendix A**.

During discussion the following points were raised:-

- The year one deep dive was already in process as this was taking place during the 2017/18 financial year. Business Cases would be prepared at the start of 2018 covering most of the organisation.
- £12million efficiency savings were required in 2017/18 and £16million in future years.
- One of the hurdles encountered was change fatigue due to the number of changes the Force had already had to go through due to financial pressures. The current change programme would include future planning, forecasting as well as possible once the change programme was embedded there would then only be smaller changes to meet changing needs.
- Discussions were ongoing regarding regional collaboration.
- The Force Management Statements which were a requirement of the HMIC would be adapted to make them useful for the Force as well as HMIC. There was currently no agreed template for the statements.
- Partners would be involved in the change programme in projects that related to their work. Once the new approach was signed off, the Force would go out to consultation with partners.
- Work was being carried out to align budgets better with the new structure. This would take time to embed. Reinvestment was predominately in police officers.
- Fewer grants were available and the few available were generally at regional or national level.
- A list of what had been achieved so far would be provided to members.

### **RESOLVED: 2017/023**

To note the presentation and receive an update on the programme in one year

## **6) ANNUAL AUDIT LETTER 2016-17**

Anita Pipes introduced the report which provided members with the Annual Audit letter relating to the accounts for 2016-17.

During discussions the following points were raised:-

- The Panel acknowledged the comments and feedback and noted that the lessons for both the Force and OPCC had been taken on board. Work was already underway to remove any anomalies from the system in preparation for next year.
- The Panel requested an update on the four recommendations within the report at the March meeting.

**RESOLVED: 2017/024**

To accept the Annual Audit Letter 2016-17

**7) SUMMARY STATEMENT OF ACCOUNTS 2016-17**

Charlie Radford introduced the report which provided a summary version of the statement of accounts for 2016-17 to be published on the PCC's website.

**RESOLVED: 2017/025**

To agree the format of the summary statement.

**8) POLICE AND CRIME COMMISSIONER'S UPDATE REPORT – TO SEPTEMBER 2017**

Paddy Tipping introduced his report which provided the Panel with information provided to the Police and Crime Panel and an overview of performance in respect on 1<sup>st</sup> April to 30<sup>th</sup> September 2017.

During discussions the following points were raised:-

- The Police and Crime Panel challenged and scrutinised the PCC effectively and appropriately and there was a healthy relationship. The Panel received a small amount of funding from the Government for its administration and the Panel was administered by Nottinghamshire County Council. The Panel's powers were limited and additional resources would help. The Panels recently had a regional meeting to discuss regional issues.
- The performance figures were difficult to compare due to the reporting requirements changing regularly. A national discussion was being undertaken in relation to incident recording.
- In relation to the PEEL report, this was an area of growing demand and the resources for Operation Equinox had been mainstreamed as investigations into historical cases were expected to be a long term requirement.
- Whilst the proposal was to reduce the number of supervisors for police officers, each would be provided enough time within their shifts to carry out their supervisor's role more comprehensively.
- It was anticipated that the latest round of officer recruitment would improve the BME representation, with more work still to do. There was a larger spread of diversity across the applicants, however there were still some communities underrepresented. The percentage of BME residents within the national and local population was increasing meaning the gap was getting wider.

**RESOLVED: 2017/026**

To note the report.

**9) MID-YEAR TREASURY MANAGEMENT REPORT 2017-18**

Charlie Radford introduced the report which provided the mid-year position of the treasury management

**RESOLVED: 2017/027**

To note the report.

**10) UPDATE ON INSURANCE**

Charlie Radford introduced the report which provided an update on insurance and the potential costs of future insurance policies.

**RESOLVED: 2017/028**

To note the report.

**11) INTERNAL AUDIT PROGRESS REPORT**

Brian Welch introduced the report which provided an update on progress against the Internal Audit Plan for 2017-18 and the findings from completed audits.

During discussions the following point was raised:-

- The outcome of the property audit was consistent with other Forces and work had been undertaken to reduce the amount of property being seized that did not need to be in the first place, and work was ongoing to make improvements regarding the storage and return of property.

**RESVOLVED: 2017/029**

To receive assurance from the work undertaken by internal audit.

**12) AUDIT AND INSPECTION UPDATE REPORT**

Julie Mair introduced the report which provided an update on progress against the recommendations arising from audits and inspections which had taken place during quarter three, 2017/18.

**RESOLVED: 2017/030**

- 1) That the status of audits and inspections carried out over the last quarter be noted.
- 2) That the Panel receive further information on MARAC at the next meeting as set out in the Panel's action tracker.

- 3) To participate in the consultation process offered by HMIC regarding the Force Management Template.

### **13) PANEL WORK PROGRAMME AND MEETING SCHEDULE**

**RESOLVED: 2017/031**

To note the work programme.

The meeting closed at 12.23pm

**CHAIR**



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Superintendent Paul Winter

# Our mission statement

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*“Working with partners and  
the communities we serve  
to make Nottinghamshire  
a safe, secure place  
to live, work and visit.”*



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## The Chief Constable's strategic priorities:

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- ✓ Engage our communities
- ✓ Create a service that works for local people
- ✓ Become an employer of choice



# Our Priority Plan has changed the way we plan our business for 2017/18 and beyond...

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- Seek continuous improvement
- Remove inefficiencies
- Invest our resources where they are needed most
- Empower the workforce to design our services

# Annual Departmental Assessments

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Part A: Baseline “Our People” and “Our Ways of Working”

Part B: Context, including audit recommendations, planned changes, risks etc

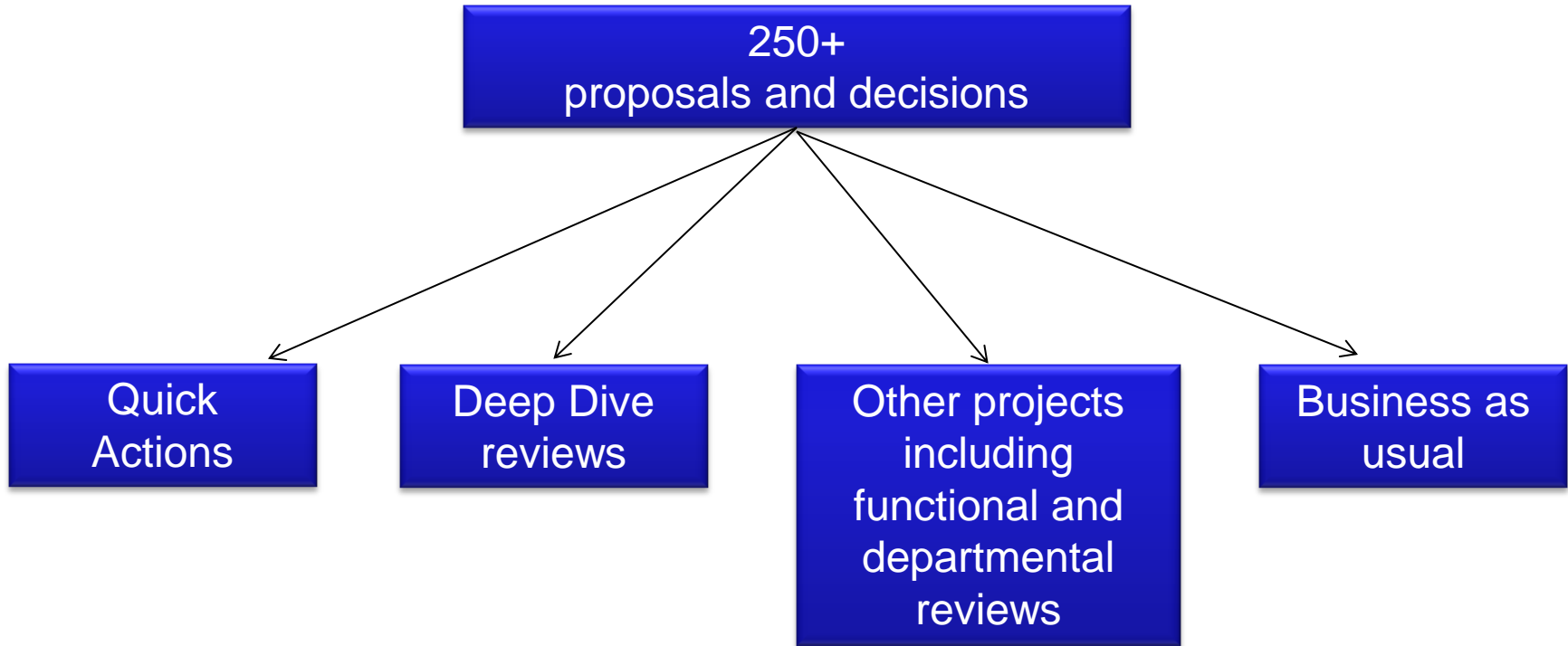
Part C: SWOT analysis

Part D: Proposals for change



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# EFEBs June 2017 – what we did next.....



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# 'Quick Actions'

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2017-18

£590,000

2018-19

£1,029,000

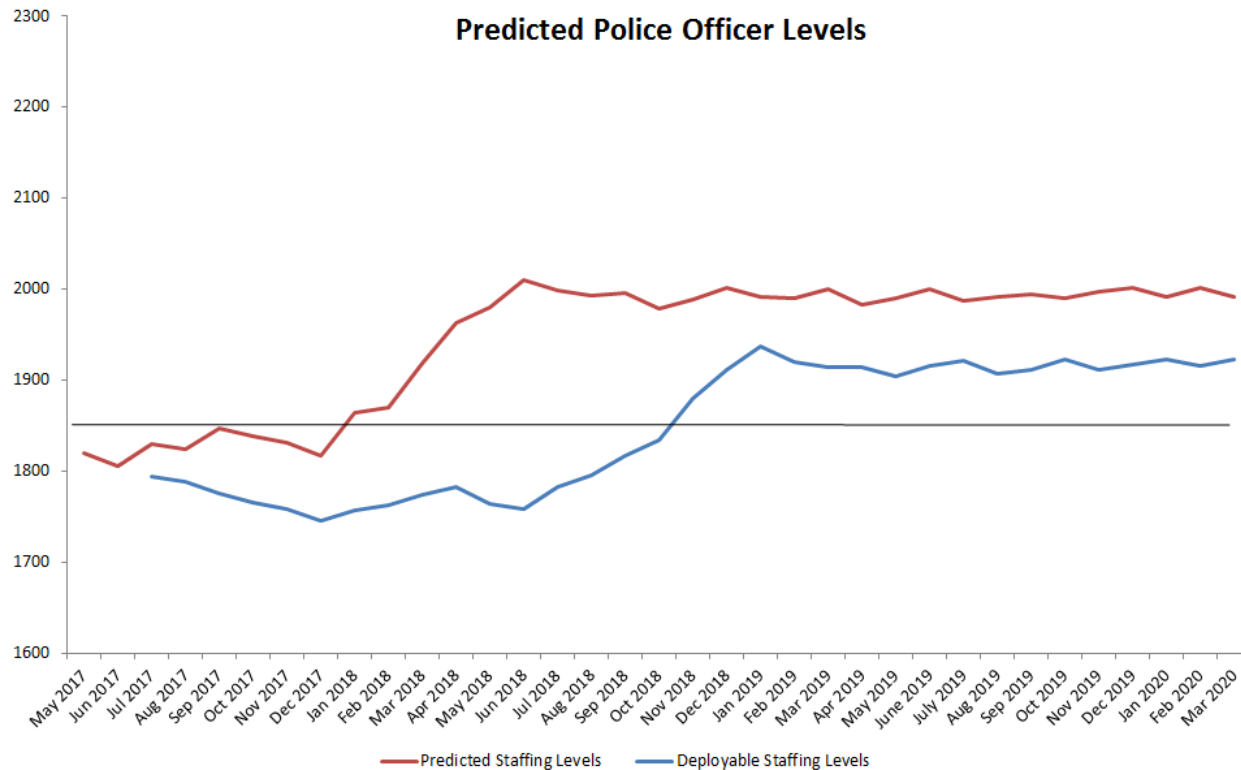
Supervision ratios in line with other Forces

Greater opportunity to invest in areas that will  
improve service delivery



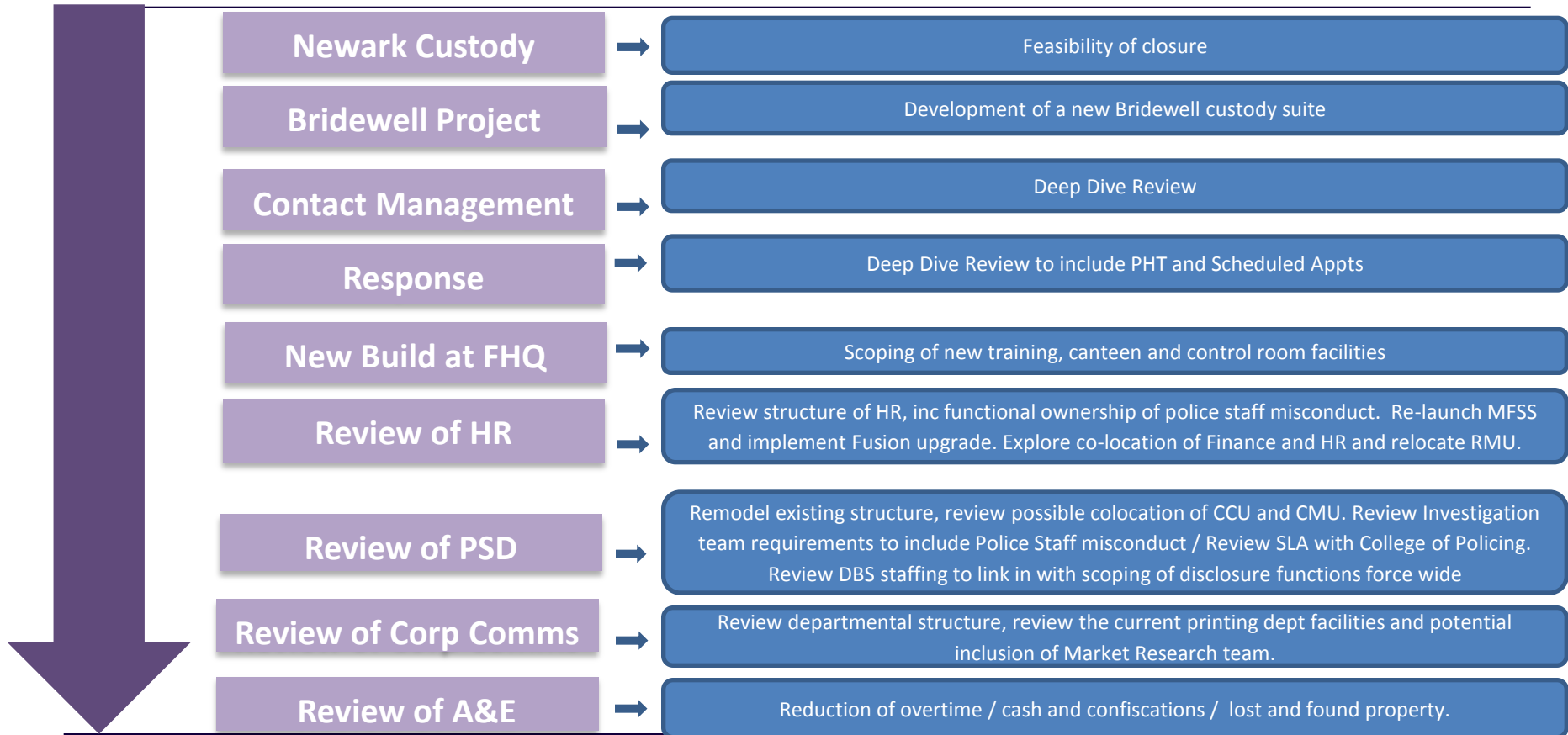
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# Predicted Police Officer Levels to March 2020



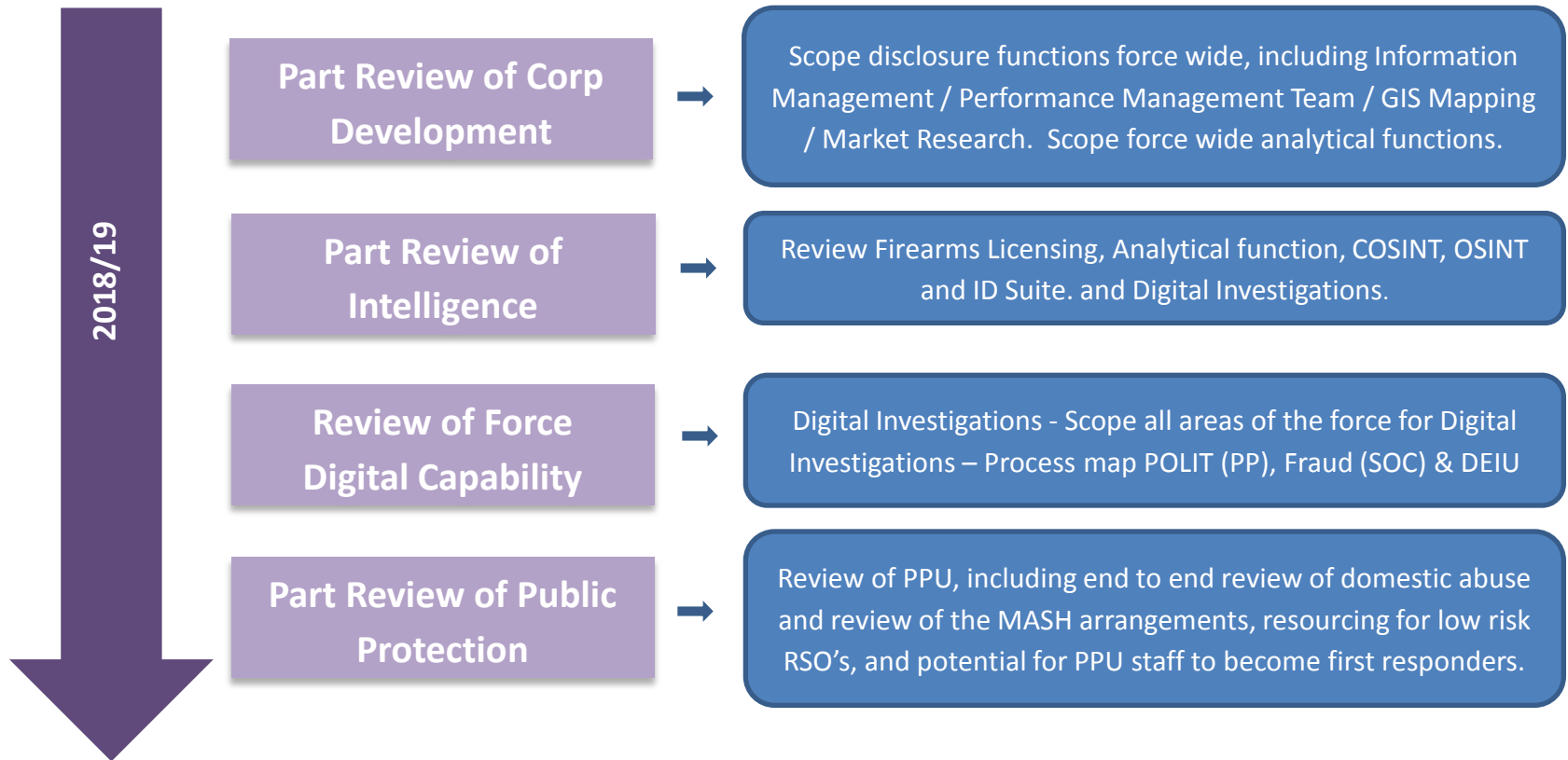
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# The Priority Plan Programme of work – Year 1



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# The Priority Plan Programme of work – Year 2



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# Contact Management 'Deep Dive' Review

Process Evolution led

BIT concurrent to PE review

BIT led post PE

Review the CM  
staffing model and  
shift pattern

Assess the viability of  
creating crimes at  
first point of contact

Review the CRIM  
and the processes  
within

Initial review of  
all supervisors  
within CM

CM Talk Group and  
Back-up structure

Demand handling -  
minimise failed service

Management and  
ownership of Grade 3

Utilisation of MIC capacity

Application of the graded  
response policy



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# Response `Deep Dive' Review

## Process Evolution led

The Constable resourcing of the response model inclusive of all demands placed upon the function

The number and location of response hubs

The response shift pattern against a comprehensive demand profile

Reviewing the work of the Prisoner Handling Team

## BIT led review

The College of Policing golden hour investigation principles

The work of the Scheduled Appointments Team

Impact of student officers

Utilisation of MIC capacity

Is operating as a single larger team more efficient than three functionally distinct teams

The work undertaken by response supervisors and the resourcing at each rank

Fleet size, distribution and availability

Current mobile data provision

Inspector ranks across Response/Contact Management – combine responsibilities and reduce resourcing...



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# Continuous improvement – our next steps – Force Management Statement

2018 – HMICFRS introduce the Force Management Statement

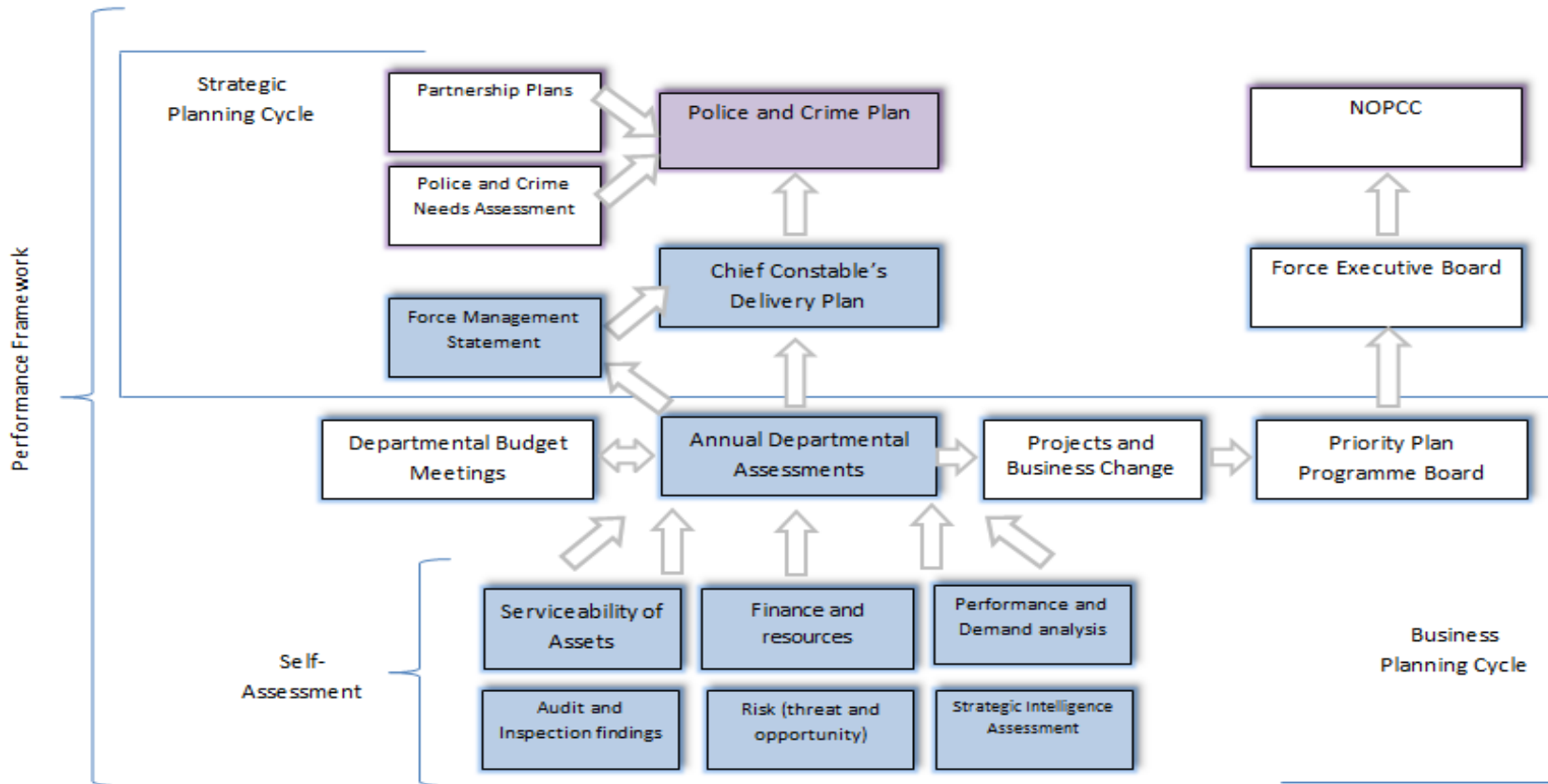
Annual statement designed to improve and streamline the information which forces produce for:

- Own management purposes
- Accountability to PCCs, Home Office, HMICFRS
- Opportunity to undertake rigorous self-assessment

Our ADA process will be redesigned to be the basis for the Force Management Statement:

- Planning will be focused on more in depth focus of changes in demand over the next three to four years
- The process will provide a more adequate oversight to inform the MTFP and provide opportunity for us to consider long term challenges.

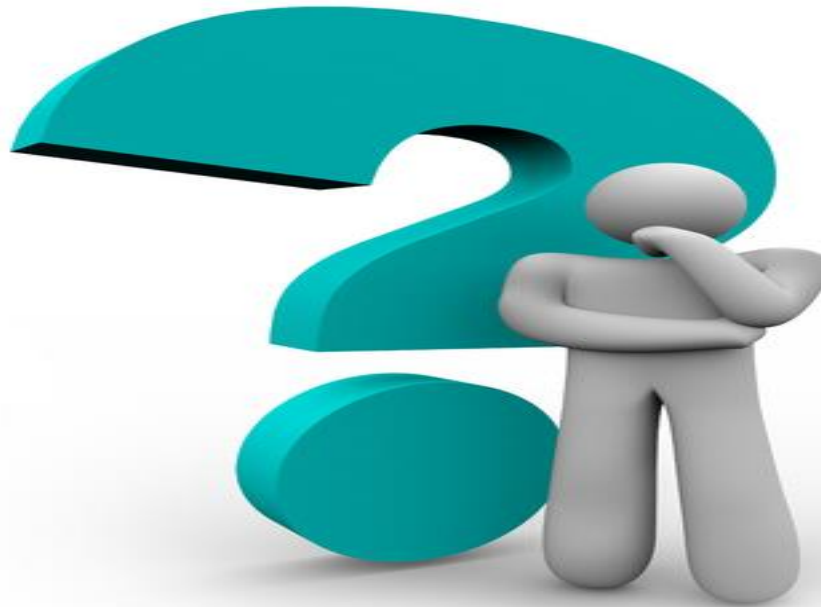
# Strategic and business planning cycle



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# Any Questions?

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