

For Consideration	
Public/Non Public*	Public
Report to:	Joint Audit & Scrutiny Panel
Date of Meeting:	30th May 2018
Report of:	Paddy Tipping Police and Crime Commissioner
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Agenda Item:	13

POLICE AND CRIME COMMISSIONER'S UPDATE REPORT – TO FEBRUARY 2018

1. PURPOSE OF THE REPORT

- 1.1 This report presents the Joint Audit & Scrutiny Panel (JASP) with the Police and Crime Commissioner's (Commissioner) update report submitted to Police and Crime Panel (Panel) on 23rd April 2018.
- 1.2 In accordance with section 13 of the Police Reform and Social Responsibility (PR&SR) Act 2011 and subject to certain restrictions, the Commissioner must provide the Police and Crime Panel with any information which the Panel may reasonably require in order to carry out its functions. The Commissioner may also provide the Panel with any other information which he thinks appropriate.
- 1.3 This report provides the Panel with an overview of performance in respect of 1st April to 28th February 2018 where data is available.

2. RECOMMENDATIONS

- 2.1 The Panel to note the contents of this update report, consider and discuss the issues and seek assurances from the Commissioner on any issues Members have concerns with.

3. REASONS FOR RECOMMENDATIONS

- 3.1 To provide the Panel with information so that they can review the steps the Commissioner is taking to fulfil his pledges and provide sufficient information to enable the Panel to fulfil its statutory role.

4. Summary of Key Points

POLICING AND CRIME PLAN – (2016-18)

Performance Summary

- 4.1 Performance against refreshed targets and measures across all seven themes is contained in the Performance section of the Commissioner's web site to February 2018.^a This report details performance from 1st April 2017 to 28th February 2018 where data is available and is the fourth report submitted to the Panel for this financial year 2017-18.

Reporting by Exception

- 4.2 The Commissioner's report focuses on reporting by exception. In this respect, this section of the report relates exclusively to some performance currently rated red i.e. significantly worse than the target (>5% difference) or blue, significantly better than the target (>5% difference).
- 4.3 The table below shows a breakdown of the RAGB status the Force has assigned to the 22 targets reported in its Performance and Insight report to February 2018.^{bc}
- 4.4 It can be seen that 13 (59%) of these measures are Amber, Green or Blue indicating that the majority of measures are close, or better than the target which is an improved position from the previous report. Currently 36% (8) of targets reported are Red and significantly worse than target. It can be seen that 2 more targets have moved to Green from Amber. Red targets have decreased by 1 and there are no measures rated Blue.

KEY to Performance Comparators									
Performance Against Target		Jul-17	%Total	Sep-17	%Total	Dec-17	%Total	Feb-18	%Total
<input checked="" type="checkbox"/>	Significantly better than Target >5% difference	0	0%	0	0%	0	0%	0	0%
◆	Better than Target	5	23%	8	36%	5	23%	8	36%
±	Close to achieving Target (within 5%)	9	41%	4	18%	7	32%	5	23%
<input checked="" type="checkbox"/>	Significantly worse than Target >5% difference	7	32%	9	41%	9	41%	8	36%
<input type="checkbox"/>	No Longer Measured	1	5%	1	5%	1	5%	1	5%
Total		22	100%	22	100%	22	100%	22	100%

- 4.5 One measure i.e. the 'Percentage of victims and witnesses satisfied with the services provided in Court', taken from the Witness and Victim Experience Survey

^a <http://www.nottinghamshire.pcc.police.uk/Document-Library/Public-Information/Performance/2018/Performance-and-Insight-Report-to-February-2018.pdf>

^b A number of performance measures are monitor only and it has been agreed that it is not appropriate to assign a RAGB to such measures unless the measure is + or – 10%.

^c New RAGB symbols have been used for this report in case readers are limited to black and white print.

(WAVES) is no longer active and therefore it is not possible to report on this measure.

- 4.6 The table below provides an overview of the 8 targets (36%) graded Red, which is one less than the previous Panel report.

<input checked="" type="checkbox"/> Objective / Target RAGB Status Red ●	Jul-17	Sep-17	Dec-17	Feb-18
1. A reduction in All Crime compared to 2016-17	35.9%	29.6%	21.6%	19.8%
2. A reduction in Victim-Based Crime compared to 2016-17	33.6%	27.8%	21.0%	19.4%
3. To reduce the levels of rural crime compared to 2016-17 and report on: 1.1. Rural and 1.2. Urban	28.9%	25.3%	19.4%	6.1%
4. A 10% increase in the number of POCA orders compared to 2016-17	-46%	-48.7%	-47.3%	-41.1%
5. Increase BME representation within the Force to reflect the BME community	4.3%	4.7%	4.9%	4.9%
6. Percentage of people who agree that the police and local councils are dealing with Anti-Social Behaviour and other crime issues	56.7%	55.7%	55.4%	56.7%
7. A reduction in the number of repeat victims of hate crime compared to 2016-17	-1	7	8	1
8. The number of people Killed or Seriously Injured (KSIs) on Nottinghamshire's roads	-40.1%	-33.6%	-33.2%	-33.2%

- 4.7 Panel Members require the Commissioner's update report to:

1. Explain the reasons for improved performance and lessons learned for Blue graded measures and
2. Reasons/drivers for poor performance and an explanation as to what action is being taken to address underperformance in respect of Red graded measures.

- 4.8 The Force has provided the following responses to these questions in sections 5 and below. There are no Blue measures identified during this reporting period.

5. Red Rated Measures (● significantly worse than Target >5% difference)

- R1. A reduction in All Crime compared to 2016-17
R2. A reduction in Victim-Based Crime compared to 2016-17
R3. To reduce the levels of rural crime compared to 2016-17

<input checked="" type="checkbox"/> Objective / Target RAGB Status Red ●	Jul-17	Sep-17	Dec-17	Feb-18
1. A reduction in All Crime compared to 2016-17	35.9%	29.6%	21.6%	19.8%
2. A reduction in Victim-Based Crime compared to 2016-17	33.6%	27.8%	21.0%	19.4%
3. To reduce the levels of rural crime compared to 2016-17 and report on: 1.1. Rural and 1.2. Urban	28.9%	25.3%	19.4%	6.1%

- 5.1 The first eleven months of this year have seen the Force record a 19.8% (14,694 offences) increase in All Crime compared to the same period last year. The revised forecast position suggests that the Force will end the year with a 19% increase in recorded crime.

- 5.2 Victim-Based crime has increased by 19.4% (12,762 offences) year-to-date. Other Crimes Against Society have increased by 22.6% (1,932 offences). The increase in Other Crimes Against Society is driven by a 36.4% increase in Public Order offences. Public Order offence volumes remain high following the NCRS^d audit, as a result of the daily incident checks now in place.
- 5.3 Following the NCRS audit last year, the Force has put in place new daily processes to maintain compliance with the national standards. This means that recorded crime volume remains at a higher level and this is expected to continue as the accepted new 'normal' level. The Force is now recording around 2,000 offences more each month than this time last year.
- 5.4 The most recently published national data (covering performance in the 12 months to September 2017) reveals that almost all forces in England and Wales are recording increases in crime. Nottinghamshire is recording an increase above both the national and regional average.
- 5.5 At present, the local performance position is comparing a period of higher recording (following the change in process described above) to a lower period prior to this change, and as a result a large percentage increase is seen. Following two months of above-forecast volumes, the forecast has been recalculated to year-end.
- 5.6 The overall volume of Victim-Based crime year-to-date has increased by 12,762 offences compared to last year (+19.4%).
- 5.7 Increases are apparent across most of the sub-categories within the Victim-Based crime group. Crime levels have remained consistent at approximately 7,000 crimes per month in the last ten months which is the highest level seen in the last five years.
- 5.8 Violence Against the Person (VAP) offences is responsible for a large proportion of the increase in overall Victim-Based crime. This is as a result of processes put in place to maintain compliance with the national standard; ensuring that the Force is responding to victims and putting in place the appropriate support, safeguarding and investigation.
- 5.9 VAP has seen a 22.9% increase (4,877 offences) in the 12 months to February when compared to last year. Performance is driven by an increase in Stalking and Harassment which has increased by 53.5% (1,864 offences) and Violence without Injury, with a 24.9% increase (+1,811 offences).
- 5.10 Sexual Offences have increased by 36.4% (+911 offences) over the same period.
- 5.11 In the 12 months to February, the Force has also recorded increases in Burglary (3.2% or 256 offences), Robbery (21.2% or 187 offences), Vehicle Offences (+34.1% or 2,378 offences), Theft (+20.8% or 4,280 offences) and Criminal Damage & Arson (+12.9% or 1,399 offences).

^d NCRS – National Crime Recording Standard

- 5.12 Performance exceptions are monitored at the monthly Operational Performance Review meetings, with action to manage identified exceptions tasked from this meeting where appropriate.
- 5.13 The five areas of Nottingham City that have been identified as experiencing high levels of crime have recorded a total of 8,839 crimes year-to-date. This represents a 17.8% (1,334 offences) increase in All Crime compared to last April to February.
- 5.14 All five areas are recording an increase compared to last year, with these ranging from +8.0% on Bulwell (+159 offences) to +28.3% on Bridge (+301 offences). The percentage increase of 17.8% recorded over the five City areas is in line with the increase of 19.5% over the same period for the City overall.
- 5.15 The increase on the areas reflects the Force level picture, with increases in Violence and Public Order driven by the NCRS audit activity.
- 5.16 The County Priority Areas have recorded a total of 15,329 crimes financial year-to-date, which equates to an 18.2% (2,364 offences) increase in All Crime compared to last year. This is similar to the increase of 19.6% for the County area as a whole.
- 5.17 All of the 19 County Priority Areas are recording an increase in crime compared to last year. Hucknall East has had the largest percentage increase with 365 more crimes year-to-date which is a 62.8% increase. Stanton Hill recorded the second highest increase on the County this month with 58 more crimes, which is a 48.7% increase. These two areas have consistently been the top two priority areas with the largest percentage increase on the county for the past eight months.
- 5.18 The Force has recorded 10,508 rural crimes this financial year-to-date, which is an increase of 606 offences (6.1%), compared to last financial year-to-date. This is much lower than the overall All Crime performance for the force. Over the same period crime in urban areas has increased by 8.5% (6,092 additional offences).
- 5.19 The average monthly volume last year was 817 rural crimes per month and so far this year the monthly average is 955.
- 5.20 The rate of offences per 1,000 population in rural areas is 49.3 compared to 88.9 in urban areas. This is higher than the same period last year, 46.4 in rural areas and 82.0 in urban areas.
- 5.21 Crime in rural towns and fringes has increased by 6.6% (+386 offences) year-to-date, crime in rural villages has decreased by 3.8% (-110 offences) and crime in rural hamlets and isolated dwellings has increased by 28.9% (+330 more offences).
- 5.22 Rural areas recorded increases in Arson and Criminal Damage offences year-to-date with a 17.5% increase (+230 more offences). Other crime types are showing increases in line with the offences that were part of the NCRS audit (VAP/Sexual Offences/Public Order offences). The position is similar on the Urban areas with the crime types included in the NCRS audit showing increases

R4. A 10% increase in the number of POCA orders compared to 2016-17

<input checked="" type="checkbox"/>	Objective / Target RAGB Status Red ●	Jul-17	Sep-17	Dec-17	Feb-18
	4. A 10% increase in the number of POCA orders compared to 2016-17	-46%	-48.7%	-47.3%	-41.1%

- 5.23 The Force recorded 59 fewer Confiscation and Forfeiture Orders compared to last year-to-date; this equates to a reduction of 31.1%, placing the Force 41.1 percentage points below the 10% increase target.
- 5.24 It should be noted that any decision to apply for an order is made by the Crown Prosecution Service, based on information and advice provided by the police.
- 5.25 A decision to grant an order is one for the Court alone.
- 5.26 An order is not granted until sentencing and in many cases there can be a gap of many months between point of arrest and an order being granted.

R5. Increase BME representation within the Force to reflect the BME community (11.2%)

<input checked="" type="checkbox"/>	Objective / Target RAGB Status Red ●	Jul-17	Sep-17	Dec-17	Feb-18
	5. Increase BME representation within the Force to reflect the BME community	4.3%	4.7%	4.9%	4.9%

- 5.27 This measure is rated Red because the 11.2% representation as defined by the 2011 Census has not been achieved.
- 5.28 February 2018 data shows that BME headcount is at 4.64% for Police Officers and 5.21% for Police Staff. This is below the 11.2% for Nottinghamshire resident population (2011 Census).
- 5.29 The Commissioner has been working closely with the BME Steering Group since 2013 and established a BME Working Group to advance BME recruitment and selection, BME advancement and retention as well as other issues which may adversely affect attraction of BME candidates, i.e. stop and search and diversity training of officers. Members were provided with a case study on this work listed at [Appendix A](#) of the 18th April 2016 Panel meeting.
- 5.30 When the Commissioner took office in 2012 BME representation was 3.7% so overall representation has increased by 1.2% overall. Austerity and the 2 year recruitment freeze did hamper progress. However, during 2017, the Chief Constable has undertaken numerous recruitment processes for both Police Officers and PCSOs.
- 5.31 To achieve an 11.2% BME representation an additional 144 BME Police Officers would need to be recruited. The Commissioner has worked closely with the Chief Constable during 2017 in relation to the recruitment of Police Officers especially from BME communities. A range of positive activities have been undertaken to

attract applicants from BME communities under Operation Voice which included talent spotting, buddying, awareness events, marketing publications.

- 5.32 The Chief Constable intends to recruit a total of 200 officers in 2017-18 (which started in September 2017) and has ambitions to recruit a further 158 in 2018-19.^e The Commissioner hopes to see the number of officers grow in Nottinghamshire to a figure approaching 2,000.
- 5.33 In February this year, the Chief Constable opened an apprenticeship scheme and is working in partnership with PATRA to recruit Police Constables for its apprenticeship scheme. It is envisaged that this scheme will provide an additional pathway for members of the BME communities to start a career in the Police service. As part of an apprenticeship, successful applicants will be able to study for a degree in policing.

R6. Percentage of people who agree that the Police and local Councils are dealing with Anti-Social Behaviour and other crime issues

<input checked="" type="checkbox"/> Objective / Target RAGB Status Red ●	Jul-17	Sep-17	Dec-17	Feb-18
6. Percentage of people who agree that the police and local councils are dealing with Anti-Social Behaviour and other crime issues	56.7%	55.7%	55.4%	56.7%

- 5.34 Current performance covers interviews in the year to September 2017. Please note that this information is updated quarterly.
- 5.35 The Force is 3.3 percentage points below the 60% target. Considering the trend in the long term, there appears to be a slight downward trend, however the change on the previous year's position (58.3%) is non-significant. The average for the Force's Most Similar Force group is 56.0% and Nottinghamshire is ranked in 4th place in this group of 8.

R7. NEW: A reduction in the number of repeat victims of hate crime compared to 2016-17

<input checked="" type="checkbox"/> Objective / Target RAGB Status Red ●	Jul-17	Sep-17	Dec-17	Feb-18
7. A reduction in the number of repeat victims of hate crime compared to 2016-17	-1	7	8	1

- 5.36 The Force definition of a repeat victim is based on the national definition^f. Of a total of 102 hate crime victims in the month of February, 16 had been a victim of one or more hate crimes in the 12 months prior (March 2017 – February 2018).
- 5.37 This compares to a baseline monthly average for the 2016/17 year of 15 repeat victims per month, which represents 1 more repeat hate crime victims in February compared to the baseline figure.

^e <http://www.nottinghampost.com/news/nottingham-news/chief-constable-pledges-200-new-281085>

^f A hate crime repeat victim is a victim of a hate crime or incident in the current month who has also been a victim of one or more hate crimes or incidents at any point in the previous twelve months.

- 5.38 As a proportion, 15.7% of hate crime victims in February were repeat victims. This figure is greater than the baseline monthly average for 2016/17 (11.5%).
- 5.39 Nottingham City Council has a Community Cohesion and Hate Crime group attended by the portfolio holder for community safety which meets with partners and Police officers to discuss and tackle hate crime. The Safer Nottinghamshire Board has a Hate Crime Steering Group chaired by the Chief Executive Officer for Broxtowe Borough Council and extensively attended by Police officers, partners and third sector providers. The Commissioner provides funding for these groups to help tackle identified problems.

R8. NEW: The number of people Killed or Seriously Injured (KSIs) on Nottinghamshire's roads (Target is 50% by 2020)

<input checked="" type="checkbox"/> Objective / Target RAGB Status Red ●	Jul-17	Sep-17	Dec-17	Feb-18
8. The number of people Killed or Seriously Injured (KSIs) on Nottinghamshire's roads	-40.1%	-33.6%	-33.2%	-33.2%

- 5.40 Data for quarters one, two and three (1st January 2017 – 30th September 2017) shows a 33.2% reduction (172 fewer persons) in persons Killed or Seriously Injured (KSI) on Nottinghamshire's roads compared to the 2005-2009 baseline period.
- 5.41 However a slight increase is apparent when comparing the current year to the equivalent period of last year (+6.8% or 22 persons). All user groups are seeing a reduction in KSIs when compared to the baseline average.
- 5.42 KSIs in the 0-15 age group have reduced by 56.0% (31 persons) compared to the 2005-2009 baseline and as such the -40% target for this group has already been achieved.

HMICFRS PEEL EFFECTIVENESS INSPECTION 2017 - UPDATE

- 5.43 On 22nd March 2018, HMICFRS published its PEEL Effectiveness Inspection 2017 report in relation to Nottinghamshire Police. The Commissioner is pleased to report that HMICFRS judge the Force to be Good overall.
- 5.44 Members will recall the Commissioner's report of last June when he reported his intention to provide further scrutiny to the issues identified in HMICFRS's previous PEEL Effectiveness report (2016) when the Force was judged Requires Improvement.

Holding the Chief Constable to Account

- 5.45 The Commissioner is represented at the key Thematic, Partnership and Force Local Performance board meetings in order to obtain assurance that the Force and Partners are aware of the current performance threats, and are taking appropriate action to address the emerging challenges. Should there be any issues of concern these are relayed to the Commissioner who holds the Chief Constable to account on a weekly basis.

- 5.46 In addition, the Commissioner meets quarterly with the Head of Investigations and Intelligence and Head of Operations to gain a deeper understanding of threats, harm and risk to performance..
- 5.47 Panel Members have asked if a case study could be prepared for each meeting. Previous case studies were:
1. Shoplifting
 2. The Victims Code
 3. Improving BME Policing Experiences
 4. Hate Crime
 5. Knife Crime
 6. Stop and Search
 7. Rural Crime
 8. The new victim services CARE
 9. Evaluation of Community Remedy
 10. ECINS database
 11. Data Integrity and Compliance with NCRS
- 5.48 For this meeting, a case study has been prepared in respect of Prosecution File Quality Improvements (12) (see **Appendix A**).

Activities of the Commissioner

- 5.49 The Commissioner continues to take steps to obtain assurances that the Chief Constable has not only identified the key threats to performance but more importantly that swift remedial and appropriate action is being taken to tackle the problems especially in the Priority Plus Areas in the County and High Impact Wards in the City. Key activities are reported on the Commissioner's web site.^g

DECISIONS

- 5.50 The Commissioner has the sole legal authority to make a decision as the result of a discussion or based on information provided to him by the public, partner organisations, Members of staff from the Nottinghamshire Office of the Police and Crime Commissioner (NOPCC) or Chief Constable. The Commissioner's web site provides details of all significant public interest decisions.^h
- 5.51 Panel Members have previously requested that the Commissioner provide a list of all forthcoming decisions (Forward Plan) rather than those already made. This Forward Plan of Key Decisions for the OPCC and the Force has been updated and is contained in **Appendix B**.

^g <http://www.nottinghamshire.pcc.police.uk/News-and-Events/Latest-News.aspx>

^h <http://www.nottinghamshire.pcc.police.uk/Public-Information/Decisions/Decisions.aspx>

6. Financial Implications and Budget Provision

6.1 The Commissioner holds the Chief Constable to account formally at his Strategic Resources and Performance meetings. At this meeting the Chief Constable submits a number of financial reports for scrutiny.

6.2 At the most recent meeting on 29th March 2018ⁱ the Force's Finance Performance & Insight Report for 2017/18 as at December 2017 (Qtr 3) forecasted that revenue expenditure may result in an underspend (in the Force budget) of £2.55m.

6.3 Appendix A of that report provides a more detailed position for each item.

6.4 The full year net revenue budget for 2017/18 is £190,105k. This is split the Force Budget £185,347k and the Office of the Police and Crime Commissioner (OPCC) £4,758k. The above table summarises the variance to budget. Further reports can be downloaded by following the link below.

Nottinghamshire Police Group Position Total: Budget Variance Analysis

	Variance to Budget		
	£'000	£'000	£'000
Pay & allowances			
Police officer	1,280		
Staff	(637)		
PCSO	(636)		
			7
Overtime			
Police officer	862		
Staff	85		
PCSO	10		
			958
Other employee expenses		484	
Medical retirements		487	
		1,935	
Premises costs	(154)		
Transport costs	(508)		
Comms & computing	(1,034)		
Clothing, uniform & laundry	128		
Other supplies & services	991		
Collaboration contributions	279		
Capital financing	(732)		
Other	(298)		
			(1,326)
Income		(3,159)	
Force underspend		(2,550)	
OPCC			-
Group underspend		(2,550)	

7. Human Resources Implications

7.1 None - this is an information report.

8. Equality Implications

8.1 None

ⁱ <http://www.nottinghamshire.pcc.police.uk/Document-Library/Public-Information/Meetings/Strategic-Resources-and-Performance/March-2018/Item-13-Finance-Performance-and-Insight-Report-for-2017-18-as-at-December-2017-Quarter-3.pdf>

9. Risk Management

- 9.1 Risks to performance are identified in the main body of the report together with information on how risks are being mitigated.

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

- 10.1 This report provides Members with an update on performance in respect of the Police and Crime Plan.

11. Changes in Legislation or other Legal Considerations

- 11.1 The Commissioner publishes a horizon scanning document^j every two weeks and can be downloaded from his website. The horizon scanning undertaken involves reviewing information from a range of sources, including emerging legislation, government publications, audits and inspections, consultation opportunities and key statistics and research findings, in order to inform strategic planning and decision making locally.

12. Details of outcome of consultation

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

13. Appendices

- A. Case Study – Prosecution File Quality Improvements
- B. Forward Plan of Key Decisions for the OPCC and the Force

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

- [Police and Crime Plan 2016-2018 \(published\)](#)

For any enquiries about this report please contact:

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^j <http://www.nottinghamshire.pcc.police.uk/Public-Information/Horizon-Scanning/Horizon-Scanning.aspx>

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APPENDIX A

Case Study – Prosecution File Quality Improvements

March 2018

Leah Johnson – T/Head of Prosecutions North

Summary

This case study provides a summary of a number of activities taken place and yet to develop over the past 18 months to improve file quality and related performance indicators, particularly in the Magistrates Court arena. Such work has contributed to an award by a Ch Superintendent congratulatory an officer of the Prisoner Handling Unit (Bridewell) for achieving a 75%+ compliance rate against the FIT test (this simply means a test for your file being FIT for purpose) for files.

Nottinghamshire Police has struggled over a number of years with File quality and this has been reflected in the Transforming Summary Justice (TSJ) data since 2015. Nottinghamshire have been 40th or worse nationally since the baseline of quarter 4 2015. Indicators such as guilty plea at first hearing, discontinuance rates and hearings per case data have all suffered as a result of poor file quality.

In order to drive improvements in prosecution file quality the Commissioner has set the Chief Constable a number of targets in relation to both Crown Court and Magistrates Court over a number of years:

1. To record a conviction rate in line with the national average
2. An increase in the Early Guilty Plea rate compared to previous year
3. To be better than the national average

The FIT Approach – A Joint Effort

Since October 2016 the East Midlands Criminal Justice Service (EMCJS) has run the FIT model. It was originally a model obtained through a sharing of best practice through the National Case Quality Self-Assessment and originated in Cambridgeshire. EMCJS then developed it with the CPS (Crown Prosecution Service) to include 32 questions that were agreed to be at the route of our issues in regards to file quality. In essence the file is checked by EMCJS against FIT on first receipt before being sent to the CPS. Officers are awarded a 'thumbs up' email if their file passes all relevant FIT questions or given an automated feedback email for future reference detailing where they went wrong, followed by a chaser email asking for the remedial work to be completed and submitted to the File Preparation Unit (FPU). FPU staff have taken this on board with a few hours training and has really embraced the idea of them adding value at the earliest possible time by correcting errors or ensuring the file is FIT for purpose. In recent months more volunteers have been added to the reviewing numbers and now there are 30 staff that do this on top of their day job with a sole aim of helping improve Notts' performance....and a bit of friendly rivalry with regional forces! Those 30 staff now review every initial file, apart from remand files, meaning circa 500 files get reviewed with feedback monthly.

As a result of the reviewing, the data is used to produce weekly and monthly management information. This tells EMCJS managers and local divisional managers, what quality issues there are in regard to percentage compliance figures (See example 1 below) so these can be addressed force wide, it tells them which teams are performing at what level in regard to the FIT questions and then individual Officer in the Case (OIC) and Sgt data. This is shared and summarised for key divisional managers monthly.

Since October 2017 Nottinghamshire Police have been working with EMCJS to identify all OICs who have submitted 5 files or more over a rolling year and achieving the lowest and highest compliance rates. Any officer scoring between 75-89% receives a congratulatory email from Chief Supt Milano, above that we would ask for an ACC to send a similar email. These emails offer thanks for the hard work and effort and ask these Officers to come forward and share their knowledge as eventually we plan to make these officers a cadre of 'champions' for file quality. In a recent College of Policing Survey on where Officers get knowledge from regarding files over 80% said peers rather than supervisors or written guidance. Therefore taking this learning we need to adjust our usual process of posting information on the intranet or expecting supervisors to cascade. We also need to assure ourselves that the champions are knowledgeable and credible, hence setting the percentage standard for attainment and taking time to get it right. It is also important to balance a positive response to the work of the FIT process. In the past we have found it easy to criticise people or be negative without expressing the positive and using 'champions' could also lead to a healthy sense of internal competition or drive to improve, we are therefore looking to make a 'big show' of our champions as they emerge.

We have also considered how we develop those that are found to be struggling. In the past the Force operated a standard systematic training course for Sgts and Investigating Officers (OICs). This has had a limited impact and is often wasteful or expensive to construct and maintain. Therefore the FIT approach takes just 5 officers a quarter, re reviews all of their submitted files, looks at their individual data and identifies their individual areas for improvement. We invite them and their Sgt to sit with the T/Head of Prosecutions and review these files addressing the issues as we go. They are then directed as to how they can address issues, how the process in the wider CJS relies on them getting it right and are encouraged to ask questions and chat through issues they bring. The first 5 have gone through the process and we are now looking at the next 5. It is not lost on us that this can appear 'slow burn'. However the data tells us that those with lower compliance rates are putting in more files than others with higher compliance rates. Therefore the first 5 Officers had collectively submitted over 60 files with none of them being 'perfect' in FIT terms. If the one to one bespoke 'conversations' address their files and issues, with it being personal to them and if they respond and learn we reduce future problem files. By way of example of the effect of this approach; the first Officer to see me brought his Sgt, they were clearly not happy to have been asked to attend and clearly thought there was no issue. They started by saying I have reviewed all these files and there is nothing wrong with them. As we went through they were keeping score! It was a hard 2 hours. On leaving both turned to me and said they were thankful for the opportunity and had learnt something. The Sgt actually shook my hand. During the conversation I had been asked more and more questions and asked to provide guidance for the Sgts team. We covered not just the issues I had identified but also other areas that they were unsure of. To date that Officer has not come to my attention again.

No one likes to think of their work as being criticised and FIT often gets emails back complaining about issues we have highlighted or why they have been criticised for 'x' as it's not important to their case. We reply to each one and if a reviewer has made a mistake they receive feedback too. Very often an OIC further replies to say 'I did not know that' or 'yes, I agree these things need to be robustly tackled'. Our past approach of posting to the intranet and systematic training of staff through training has meant that a lot of the 'why' we do things has been lost on Officers, that's not their fault it's an organisational issue. The one to one feedback, the concentration on *their* work and *their* errors and *their* good performance means that they are empowered to improve, the organisation is working with them personally to improve specific issues on *their* specific work and when *they* succeed *they* get positive feedback.

The Effect

So what has the implementation of a quality assurance platform like FIT with a bespoke feedback loop and balanced approach to performance management made?

As mentioned previously Nottinghamshire police have struggled with Magistrates Court performance for some time often featuring in the lower parts of league tables. However since FIT has been developed in recent months Nottinghamshire have seen the following improvement in their league table position for the TSJ dashboard:

Quarter measured	Position nationally
Q1 2017/18	36th
Q2 2017/18	28th
Q3 2017/18	22nd

It is perhaps a little early to predict to rest on our laurels but this is a promising change of direction which seems to have some sustainability during 2017/18.

In terms of specific issues, the last completed month's data refers to February 2018. Identified areas of concern have previously been:

Area	Baseline Nov 2016	Current Month (Feb 18)
CCTV present	56.1%	70.3%
VPS attached or noted refusal	23.2%	58.9%
Special Measures Present	10.6%	43.8%
SDC missing*	65.8%	76.2%

*Streamline Disclosure Certificate

These issues have been subject to improvement activity out of the data from FIT lead by DCI Healey and the Case Quality working group, in terms of communications and feedback and have featured as key themes in the one to one feedback sessions. It is acknowledged that we still have a way to go and other issues will need our focus but the model of focussing positively on individuals, collating data to drive that improvement has worked to move Notts up in the league tables nationally but also to see it strengthen in terms of its region position, in many of the current indicators Notts features as second in the EMCJS Forces, behind Lincolnshire.

The Future

The FIT approach is not fixed. I have already mentioned the need to create champions which we will progress in the coming months but we are also having conversations to see if we can get file quality as part of promotion processes, maybe relating to an Officer's pass/error rate. We will seek to improve our 'celebration' of those who reach the 75%+ marker linking the recognition emails to the PDR process. We also need to consider how we use the team data and whether we can use this positively to engender a healthy competition between teams.

One current issue is changing the culture around how we accept feedback in the organisation and ensuring people receive it as constructive and helpful rather than a negative experience. Many Officers do have issues with some of the questions within FIT and we need to keep these under regular review to keep them current but communicate better not only the standards we are using but the reason for those standards. This is on-going work under both the Case Quality Working Group and the Prosecution Team Performance Meeting.

Annex 1 shows the latest performance in relation to February 2018. As can be seen the measures are all green.

ANNEX 1 - EXTRACT FROM force PERFORMANCE AND INSIGHT REPORT – FEBRUARY 2018

Strategic Priority Theme Two: Improve the efficiency and effectiveness of the criminal justice process					
Measure		Objective / Target	Performance		Insight
2.2	Crown and Magistrates' Courts conviction rates	To record a conviction rate in line with the national average	CC +0.4pp	●	<p><i>This measure is reported quarterly. Data shown is Quarter 3 October to December 2017. Next update due in the May report.</i></p> <p>Quarter three figures provided by the East Midlands Criminal Justice Service (EMCJS) reveal that the Crown Court recorded a conviction rate of 80.4% which is greater than the national average of 80% (+0.4pp), and is the second highest rate in the East Midlands region.</p> <p>The Magistrates' Courts conviction rate is 86.6% for the same period and is again higher than the national average of 85.1% (+1.5pp). Nottinghamshire Magistrates Court has the highest conviction rate in the region.</p>
			MC +1.5pp	●	<p>The use of the EMCJS FIT model to deliver improvements in the quality of files submitted by the police to the Crown Prosecution Service (CPS) continues.</p> <p>There has been an increase in the number of EMCJS FIT trained staff from 5 to 30 so that more files are able to be reviewed and quality checked on first submission by the officer. This has clear operational benefits as it reduces remedial work required by the officer and speeds up the criminal justice process.</p> <p>In addition, EMCJS have been facilitating 'drop in' sessions with operational officers to provide feedback on file quality.</p>
2.3	Early Guilty Plea rate for the Crown and Magistrates' Courts	An increase in the Early Guilty Plea rate compared to 2016-17.	CC +2.9pp	●	<p><i>This measure is reported quarterly. Data shown is Quarter 3 October to December 2017. Next update due in the May report.</i></p> <p>The Early Guilty Plea rate recorded in the Crown Court in quarter three was 41.5%, which is an improvement on the previous quarter (+2.9pp), and is better than the national average of 39.4%.</p>
			MC +5.7pp	●	<p>The Early Guilty Plea rate recorded in the Magistrates' Court year-to-date to September 2017 was 67.6%, which is just below the</p>

Decisions of Significant Public Interest: Forward Plan

April 2018

1.0 Business cases						
Ref	Date	Subject	Summary of Decision	Cost (£) <i>Where available</i>	Contact Officer	Report of OPCC / Force
None to report with the exception of those noted under 2.0 Contracts and 3.0 Estates, ICT and Asset Strategic Planning						

2.0 Contracts (above £250k)						
Ref	Date	Subject	Summary of Decision	Cost (£) <i>Where available</i>	Contact Officer	Report of OPCC / Force
2.1	TBC	New Custody Suite Consultants /Contractors	Following Business Case, award contract	£17,000,000 est.	Ronnie Adams EMSCU	Force
2.2	TBC	Hucknall EMAS Works	Building Contractors	£515,000	Ronnie Adams EMSCU	Force
2.3	TBC	ANPR	Procurement of ANPR hardware, support and maintenance	TBC >£250k	Ronnie Adams EMSCU	Force
2.4	August 2018	Command and Control System	Provision of new Command and Control System	£8m	Ronnie Adams EMSCU	Force
2.5	TBC	ESA Licences	Renewal of Microsoft licences	>£250k	Ronnie Adams EMSCU	Force
2.6	TBC	Water Services	Contract for Water Services	>£250k	Ronnie Adams EMSCU	Force
2.7	March 2018	Queens Building	Award of Contractor for refurbishment	£250k	Ronnie Adams EMSCU	Force
2.8	July 2018	Driver Awareness Courses	Award of Contractor	>£250k	Ronnie Adams EMSCU	Force



Nottinghamshire

POLICE & CRIME COMMISSIONER

3.0 Estates, ICT and Asset Strategic Planning

3.1	TBC	Nottingham Bridewell	Replacement of the Bridewell.	Project Team working up details and costs for final Business Case	Insp Duncan Collins – EMCJS/ Tim Wendels, Estates and Facilities	Force
3.2	June 2018	Kirkby and Arnold	Lease of additional accommodation at existing bases at Kirkby and Arnold to accommodate new Response model	Business Case and cost to be finalised	Tim Wendels, Estates and Facilities	Force
3.3	July 2018	Replacement SARC	Proposal to replace the existing adult SARC with new, more suitable premises	Interim Business Case in course of preparation	DCI Mel Bowden and Tim Wendels, Estates and Facilities	Force/OPCC

4.0 Workforce Plan and Recruitment Strategies

Ref	Date	Subject	Summary of Decision	Cost (£) <i>Where available</i>	Contact Officer	Report of OPCC / Force
None to report.						

5.0 Strategic Issues including Finance

Ref	Date	Subject	Summary of Decision	Cost (£) <i>Where available</i>	Contact Officer	Report of OPCC / Force
4.1	Apr to June 2018	Fiscal year end and final accounts			Mark Kimberley, Head of Finance	Force
4.2	May 2018	Annual Governance Statement			Supt McFarlane, Corporate Development	Force
4.3	May 2018	Force Management Statement			Supt McFarlane, Corporate Development	Force