

# **STRATEGIC RESOURCES & PERFORMANCE MEETING**

**Tuesday, 21 June 2016 AT 2.00pm**

**Committee Room B, County Hall,  
West Bridgford, Nottingham NG2 7QP**

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## **Membership**

Paddy Tipping – Police and Crime Commissioner  
Kevin Dennis – Chief Executive, OPCC  
Charlie Radford – Chief Finance Officer, OPCC  
Chris Eyre – Chief Constable, Notts Police  
Sue Fish – Deputy Chief Constable, Notts Police  
Paul Dawkins – Assistant Chief Officer, Finance, Notts Police

## **A G E N D A**

1. Apologies for absence
2. Declarations of Interest
3. Minutes of the previous meeting held on 15 March 2016
4. Performance and Insight report
5. Revenue Out-turn Report for 2015/16
6. Capital Out-turn and Slippage 2015-16
7. Treasury update – Annual Report
8. Insurance Update Report
9. Chief Constable's Update Report

10. Annual Health& Safety Report 2015-16

11. Work Programme – verbal update

## **NOTES**

- Members of the **public are welcome to attend** to observe this meeting
- For **further information** on this agenda, please contact the Office of the Police and Crime Commissioner on 0115 9670999 extension 801 2005 or email [nopcc@nottinghamshire.pnn.police.uk](mailto:nopcc@nottinghamshire.pnn.police.uk)
- A **declaration of interest** could involve a private or financial matter which could be seen as having an influence on the decision being taken, such as having a family member who would be directly affected by the decision being taken, or being involved with the organisation the decision relates to. Contact the Democratic Services Officer: [alison.fawley@nottscc.gov.uk](mailto:alison.fawley@nottscc.gov.uk) for clarification or advice prior to the meeting.

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

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**MINUTES OF THE MEETING OF THE**  
**NOTTINGHAMSHIRE POLICE AND CRIME COMMISSIONER**  
**STRATEGIC RESOURCES AND PERFORMANCE MEETING**  
**HELD ON TUESDAY 15<sup>TH</sup> MARCH 2016**  
**AT NOTTINGHAMSHIRE COUNTY COUNCIL, WEST BRIDGFORD,**  
**NOTTINGHAMSHIRE NG2 7QP**  
**COMMENCING AT 11.15 AM**

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**MEMBERSHIP**

(A – denotes absence)

- Paddy Tipping – Police and Crime Commissioner
- Chris Cutland – Deputy Police and Crime Commissioner
- Kevin Dennis – Chief Executive, OPCC
- Charlie Radford – Chief Finance Officer, OPCC
- Paul Dawkins – Assistant Chief Officer, Finance
- A** Chris Eyre – Chief Constable, Nottinghamshire Police
- Sue Fish – Deputy Chief Constable, Nottinghamshire Police

**OTHERS PRESENT**

- Sara Allmond – Democratic Services, Notts County Council
- Helen Chamberlain – Superintendent, Nottinghamshire Police
- Simon Firth – DSI, Nottinghamshire Police
- Rob Griffins – DSI, Nottinghamshire Police
- Paul McKay – Service Director, Public Protection, Notts County Council
- David Rhodes - HMIC

**MINUTES OF THE PREVIOUS MEETING HELD ON 16 NOVEMBER 2015**

Agreed

**PERFORMANCE AND INSIGHT REPORT**

DCC Sue Fish introduced the report and reported that there had been a clear focus on victim support. The report showed a very small increase in reported crime. Since the report was published there had been a slight improvement in the figures and it was anticipated that the overall figures may show no increase over the year. This was due to a lot of hard work with partners.

The focus was on crime prevention and if there was a crime to then provide the best outcome for the victim.

During discussions the following points were raised:

- That had been a significant increase in the reporting of sexual offences and in outcomes for victims. Some are historic offences where there is now an increased confidence in reporting. The Force had in place officers and staff with the right skill set to investigate through to successful prosecution.
- In relation to violent crime, the level of violent crime had remained broadly level. The recording of violent crime had changed not the amount. There had been work to encourage reporting and a large amount of partnership working.
- In relation to call response times, there had always been a mixed picture across the county particularly in relation to grade two calls which require attendance within an hour. The response teams had been brought into nine hubs across the county. There was a particular concern regarding the response times for Mansfield and Ashfield and a piece of work had been commissioned to understand this better.
- In relation to cyber-crime the Force were equipping all officers with basic skills to give every officer a broad skill base on how to gather evidence of cyber-crime. There was also regional capacity to investigate cyber-crime along with national plans. The vast majority of cyber-crime related to fraud enabled crime, with approximately 350 reports a month of fraud type offences. 25% targeted towards vulnerable people. Extra resource had been added to the department and a network of volunteers had been developed to offer advice on how to not be a victim/repeat victim. Victims were being targeted in a wide range of ways and the perpetrators were often not based in the county or even the country.
- Following the death of Ivy Atkin, the Force and partners had successfully prosecuted the director of the care home where she died. He was jailed for three years for gross negligence. The company was also fined.
- Burglary was reducing in the city but there was a particular concern in relation to Asian gold theft. Professional gold thieves from around the country were targeting Asian families. There was key prevention work being undertaken, including businesses offering to provide low cost secure storage.

## **RESOLVED 2016/001**

That the contents of the report and the appendix be noted.

## **FINANCE PERFORMANCE AND INSIGHT REPORT**

Paul Dawkins introduced the report and advised that there was an overspend which required a draw down from reserves. This could not be sustained so there would be £12 million of savings to bring the baseline back to an affordable level. The spending plans would include plans for rebuilding the reserve.

During discussion the following points were raised:

- Agency costs would come down. There had been a need to fill some posts but as the strategic alliance is driven forward this should result in a reduction in agency staff.
- In relation to the Venson's PFI contract, this was being managed effectively to ensure that the Force got everything possible from it.
- In relation to Artimis, there had been some teething problems, which had now been resolved meaning results were starting to come through. The results would help to negotiate better insurance premiums.

## **RESOLVED 2016/002**

That the contents of the report and the appendix be noted.

## **HMIC INSPECTION UPDATE – PUBLIC PROTECTION**

Supt Helen Chamberlain introduced the report which provided an update on three inspections undertaken by HMIC. Each of the reports made a number of recommendations and the report provided information on the recommendations the force would be taking forward and managing through the Force 4Action plan.

During discussions the following points were raised:

- One of the main recommendations related to specialist support, which had now been in place for a while. The Force also trained staff to recognise vulnerability. Regional training was also being developed.
- The Force were developing an understanding of how to recognise vulnerability within emerging communities. The Force were working with the FGM (female genital mutilation) Board and working with them on this along with close links to the medical community. There were no powers for the Force to go and seek out FGM, so it was often only identified when a victim was going in for a medical procedure. There was a statutory duty for medical professionals to report.
- Officers were provided with mandatory counselling provided by Occupational Health.
- The reduction in number of cases under DASH risk assessments were due to a re-evaluation of what should be assessed as it was felt that some cases where being dealt with under DASH unnecessarily. How to record those cases not dealt with under DASH was being investigated.
- The number of reported rapes did not match with the number of cases being passed to CPS, this was often because the case might be prosecuted under a different type of sexual offence.
- Nottinghamshire were piloting early investigating advice, with CPS lawyer working with the Force to help determine what evidence to gather at the investigation stage.
- If the Force passed a case to the CPS, who decided not to proceed and the Force didn't agree their was an arbitration process via a meeting with the Head of the CPS. This was rarely required however as there were many checks and balance along the process. The victim also had a right to appeal against the decision not to proceed.

## **RESOLVED 2016/003**

That the report be noted and it be acknowledged that the agreed recommendations Nottinghamshire Police will be taking forward will be managed through the Force 4Action plan.

## **EQUALITY AND DIVERSITY AND HUMAN RIGHTS PERFORMANCE AND MONITORING**

DCC Sue Fish introduced the report and advised that the Force were 64<sup>th</sup> on the Stonewall Index this year, which was a huge achievement. The Force was only 1 of 4 forces recognised by Stonewall. This was really important for the Force and the LGBT (Lesbian, Gay, Bisexual and Transgender) community as it gives the community and staff confidence. It also shows that Nottinghamshire Police is an inclusive employer and delivers services to all communities. Nottinghamshire had seven organisations in the top 100 and they were meeting to discuss how to celebrate this and push forward.

During discussions the following points were raised:

- Nottinghamshire Police did a low number of stop and searches compared to other forces. The Force had carried out a large amount of training regarding fairness, legality and unconscious bias. The focus for stop and search was on weapons rather than drugs. Each stop and search was recorded and there were very rigorous checks to ensure each stop was lawful and fair. The Force had one of the highest positive outcome rate at 30%, either finding what they were looking forward or leading to further action. The stop and search panel reviewed cases and included members of the community.
- Stop and account was not a legal power. The Force were committed to using the power lawfully and fairly, but also wanted to ensure engagement with the community.
- The use of the body worn cameras was at an early stage so it was too early to tell what impact they would have. The recordings where not identified as evidence for a case would broadly be retained for a month then deleted. The Force were working with the Information Commissioners Office and national practice in developing the retention policy.

### **RESOLVED 2016/004**

That the progress of Nottinghamshire Police in the areas of Equality, Diversity and Human Rights be noted

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

DCC Sue Fish introduced the report and highlighted that the digitalisation had launched four modules which went incredibly well. There had been very good work by the team which implemented the modules. The integrated intelligence database was about a month in, but the implementation had gone well and it was a key enabler for investing in key areas.

During discussions the following points were raised:

- The Force had rolled out a new generation of mobile devices with tools to help officers to do their jobs.
- In relation to Operation Daybreak, there had been significant progress with some cases going to court and other cases due at court soon. The Force were ensuring that lessons were learned from each case. All cases being under one operation has enabled a dedicated team to be put in place. There was one case currently at court and a number of cases were with the CPS. There were 400 perpetrators being/had been investigated and the Goddard Enquiry was just beginning. Anyone who was considering coming forward were encouraged to do so.

**RESOLVED: 2016/005**

That the report be noted

**WORKFORCE PLANNING**

DCC Sue Fish introduced the report which provided an update on the police officer and police staff numbers as at 1<sup>st</sup> February 2016.

During discussions the following points were raised:

- The current estimate of officer reductions was 100 due to retirements. The Force were not currently recruiting to replace officers leaving.
- There were a lower number of officers acting up than previously. The policing model was changing and was putting officers back in their substantive posts. There would be some challenges as there were some officers who had been acting up for a period of time and would mean they would no longer be carrying out the same role. However this was a requirement to keep the front line staffed to the right level.
- There had been a reduction in PCSO numbers and there would not be any recruitment next year to replace anyone leaving.

**RESOLVED: 2016/006**

That the report be noted

**ENVIRONMENTAL MANAGEMENT PERFORMANCE**

DCC Sue Fish introduced the report which provided an update on the Force's environmental strategy, carbon management plan, waste recycling figures and current environmental initiatives.

During discussions the following points were raised:

- Recycling was well above target as a lot of effort had gone into changing the mind set, it also helped that most people recycled at home. This was part of the Force cost savings.

- There had been a drive to ensure that the right documents were put into confidential waste as previously too much that was not confidential was going into the confidential waste.

**RESOLVED: 2016/007**

That the report be noted

**REFRESHED POLICE AND CRIME PLAN (2016-18)**

Kevin Dennis introduced the report which provided a refreshed version of the Police and Crime Plan for 2016-18. The Plan had been through consultation and to the Police and Crime Panel and sign off was requested.

**RESOLVED: 2016/008**

That the report be noted

That the Chief Constable formally agrees to refreshed Police and Crime Plan (2016-18)

**WORK PROGRAMME**

Kevin Dennis introduced the report which provided a programme of work and timetable of meetings for the Strategic Resources and Performance meeting.

**RESOLVED 2016/009**

That the report be noted.

The meeting closed at 12.50pm

CHAIR

<b>For Information</b>	
<b>Public/Non Public*</b>	<b>Public</b>
<b>Report to:</b>	<b>Strategic Resources and Performance Meeting</b>
<b>Date of Meeting:</b>	<b>21<sup>st</sup> June 2016</b>
<b>Report of:</b>	<b>The Chief Constable</b>
<b>Report Author:</b>	<b>Performance &amp; Reporting Team</b>
<b>E-mail:</b>	<b>mi@nottinghamshire.pnn.police.uk</b>
<b>Other Contacts:</b>	
<b>Agenda Item:</b>	<b>04</b>

## **Performance & Insight Report**

### **1. Purpose of the Report**

- 1.1. The purpose of this report is to inform the Office of the Police and Crime Commissioner (OPCC) of the key performance headlines for Nottinghamshire Police to March 2016.

### **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 OPCC is aware of current performance in line with the Force priorities.

### **4. Summary of Key Points**

- 4.1. The summary tables in the attached report provide an overview of performance across the seven Police and Crime Plan objectives. Performance compared to target as well as trends in the short and long-term are considered.

Appendix A provides a breakdown of the methodology employed, and Appendix B provides additional tables and charts.

### **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 daily, weekly, and monthly basis and the twice weekly VOLT meeting highlights any immediate areas on which to focus and resources are then allocated accordingly.

## **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 provides the methodology in terms of short and long-term trend analysis.

12.2 Appendix B provides additional tables and charts.

## Appendix A

### User guide to the Performance and Insight Report

This report provides a summary of the performance of Nottinghamshire Police in relation to the key measure to deliver against the strategic priorities as set out in the Force Strategic Assessment 2014-18, and Police and Crime Plan 2014-18.

The three priorities are used to provide direction and focus to support the delivery of the Forces key priorities, as follows:

1. To cut crime and keep you safe
2. To spend your money wisely
3. To earn your trust and confidence

Within the three priorities are a number of key measures to allow monitoring of Force performance in order to highlight risks and implement the appropriate control measures required to improve performance.

The summary tables provide an overview of current performance for each of the key measures, and these tables are organised according to the three Force priorities. The information provided in the tables are as follows:

#### **Measure and Target Profile columns**

These provide a description of the measure and the target agreed between the Force and the Police and Crime Commissioner.

#### **Performance / Difference**

These show current performance against target. Where available, this will be shown as a numeric (mainly percentage) value along with a direction of travel. So for example; -3% on the All Crime measure would denote that the current value year-to-date is three percent lower than the previous year-to-date value. Where there is a target set, for example a reduction in ASB of 9.2% in 2014/15 for the Force to achieve the 2015/16 50 percent target, the numerical value will be accompanied by a coloured circle showing whether the measure is on target, close to achieving target or not achieving target, as shown in the table below:

KEY to Performance Comparators	
Performance Against Target	
●	Significantly better than Target >5% difference
●	Better than Target
●	Close to achieving Target (within 5%)
●	Significantly worse than Target >5% difference

**Date parameters**

The majority of measures in the report use performance year-to-date data (April to the end of the current month), and will compare this period to the equivalent year-to-date period of the previous year in order to provide an indication of performance over-time. The main exceptions to this are satisfaction and confidence data, which both use 12 months-to-date data, and relate to different time periods due to their methodologies and publication dates. It should also be noted that for a number of the measures for which the data is sourced externally, the date parameters may differ to those commonly used in Force. Where different parameters are used, this will be specified in the text summary for the measure affected, and unless otherwise stated, comparisons to previous performance will refer to the equivalent period of the previous year.

**Diagnosing exceptional performance**

Measures which are demonstrating exceptional performance based on appropriate criteria will be subject to additional analysis. Where this is the case it will be stated in the summary for that measure. A measure will be considered exceptional if it is significantly off target, has a deterioration in recent performance, for example a marked decrease in satisfaction levels in the last three reporting months, or there may have been a significant change in performance which are highlighted as a concern. For the purpose of this report, the statistical techniques applied to determine significant changes in performance are the standard deviation, the moving range and linear regression using Pearson’s correlation coefficient and t-tests.

**For more information on the statistical techniques employed in the report please contact the Performance and Insight team:**  
[mi@nottinghamshire.pnn.police.uk](mailto:mi@nottinghamshire.pnn.police.uk)

**Restrictions on publication**

Certain data and information contained within the report are considered RESTRICTED and are therefore not to be published in the public domain. These data tend to relate to national, MSG and regional comparisons and information around IOMs, OCGs etc. These data and information will be highlighted in italics, and must be removed before public dissemination.

**Commonly used acronyms**

ASB – Anti-Social Behaviour

BME – Black Minority Ethnic

CPS – Crown Prosecution service

CRMS - Crime Recording & Management System

CSEW – Crime Survey for England and Wales

e-fins – e-financials General Ledger

HMIC – Her Majesty’s Inspectorate of Constabulary

HMCTS – Her Majesty’s Courts & Tribunals Service

ID-IOM – National Home Office IT System for the administration of Integrated Offender Management (IOM) schemes

KSI – Killed or Seriously Injured

MSG – Most Similar Group of Forces; or Most Similar Group of BCU’s

NSPIS Custody – Force Custody System

OPCC – Office of Police and Crime Commissioner

PSD – Professional Standards Directorate

RTC – Road Traffic Accident

Vision – Command & Control System

WAVES – Victim Support Witness Service Quality of Service forms

YOTs - Youth Offending Teams

**Government Security Classifications Policy**

In 2013, the Cabinet office issued the Government Security Classifications Policy, which takes effect in 2014. It replaces the old Government Protective Marking Scheme.

**Top secret**

Information marked as *Top secret* is that whose release is liable to cause considerable loss of life, international diplomatic incidents, or severely impact ongoing intelligence operations. Disclosure of such information is assumed to be above the threshold for Official Secrets Act prosecution.

**Secret**

This marking is used for information which needs protection against serious threats, *and* which could cause serious harm if compromised - such as threats to life, compromising major crime investigations, or harming international relations.

**Official**

All routine public sector business, operations and services is treated as OFFICIAL. Many departments and agencies operate exclusively at this level. (As of April 2014 the OFFICIAL classification replaces Confidential, Restricted and Protect.)

A limited subset of OFFICIAL information that would have more damaging consequences (for individuals, an organisation or government generally) if it were lost, stolen or published in the media is classified 'OFFICIAL-SENSITIVE'.

**Data Sources**

<b>Force Priority One: To cut crime and keep you safe</b>		
<b>Measure</b>	<b>Source</b>	
1.1	Reduction in KSIs	Road Safety Team
1.2	Timeliness and Quality of Court files	Crime & Justice Dept.
1.3	Conviction rates	CPS
1.4	Early Guilty Plea rates	CPS
1.5	Effective trials	HMCTS
1.6	Reduction in All Crime	CRMS/Niche
1.7	Reduction in ASB	Vision
1.8	Improvement in Detection Rate	CRMS/Niche
1.9	Monitor proportion of Alcohol-related crime	CRMS/Niche & Vision
1.10	Monitor drug fuelled IOM offenders	IDIOM
1.11	10% increase in numbers of POCA orders	JARD
1.12	Reduction in Threat, Harm and Risk level	FID
1.13	Monitor production and supply drug offences	CRMS/Niche
1.14	Monitor cyber crime	CRMS/Niche
1.15	Monitor reoffending of IOM offenders	IDIOM
1.16	Monitor Youth Offender reoffending rate	City and County Youth Offending Teams
1.17	Community Resolutions for Youth Offenders	N/A
1.18	Monitor non-crime Mental Health detainees	NSPIS Custody/Niche
1.19	Monitor timeliness of attendance to incidents	Vision

<b>Force Priority Two: To spend your money wisely</b>		
<b>Measure</b>	<b>Source</b>	
2.1	Make efficiency savings	e-fins
2.2	Officer and Staff sickness	HRMS
2.3	BME Representation	HRMS
2.4	Improve data quality	Crime Management Bureau

<b>Force Priority Three: To earn you trust and confidence</b>		
<b>Measure</b>	<b>Source</b>	
3.1	Victim satisfaction	Market Research
3.2	Victim and Witness Courts satisfaction	WAVES
3.3	Confidence in the Local Council and Police	CSEW
3.4	Reduction in repeat victimisation	CRMS/Niche & Vision
3.5	Confidence in reporting offences to the Police	CRMS, Niche, Vision, Market Research
3.6	Monitor calls to control room	Control room

Police & Crime Plan Targets 2015-16			
Force Objective 1: To cut crime and keep you safe			
Measure		Objective	Target
1.1	The number of people Killed or Seriously Injured (KSIs) on Nottinghamshire's roads	i) 40% reduction in all KSI RTCs by 2020 (from 2005-09 average)	To maintain a reduction in the number of persons Killed or Seriously Injured on Nottinghamshire's roads, in-line with the Nottinghamshire Road Safety Partnership target of a 40% reduction by 2020 (from the 2005-2009 baseline)
		ii) Monitor KSIs for 0-15 year olds	Monitor KSIs for 0-15 year olds
1.2	Percentage of Crown Court files to be submitted by the police to the Crown Prosecution Service on time and without errors	A continued improvement in the quality and timeliness of files submitted by the Police to the Crown Prosecution Service	An improvement in the quality of files as monitored through the 6 weekly audit of files by the Operation Business Support Unit, with good performance and areas the development reported through the Crime and Justice Operational Performance review and PCC delivery plan
1.3	Crown Court and Magistrates conviction rates	A continued improvement in the conviction rates for the Crown Court and Magistrates Court	To record a conviction rate in line with the national average
1.4	Early Guilty Plea Rate for the Crown Court and Magistrates Court	The Police and CPS to effect continued improvement in the Early Guilty Plea rate for the Crown Court and Magistrates Court	An increase in the Early Guilty Plea rate compared to 2015/16
			To be better than the national average
1.5	Percentage of effective trials in the Magistrates' and Crown Courts (HMCTS Measure)	The Police and CPS to effect continued improvement in the Effective Trial Rate for the Crown Court and Magistrates Court	Reduce % ineffective trials compared to 2015/16
			Achieve an effective trial rate of 50%
1.6	Reduction in 'All Crime' across the Force	i) Reduce Crime in Nottinghamshire with a focus on reducing offences which have a high victim impact and reducing offences in those local areas which experience a high level of crime	A reduction in All Crime compared to 2015/16
			A reduction in the number of Victim-Based crimes compared to 2015/16
		ii) To ensure that rural crime does not increase	To monitor the number of offences in those local areas which experience a high level of crime
			To monitor the proportion of rural crime compared to 2015/16
1.7	Reduction in Anti-Social Behaviour (ASB) incidents across the Force	Reduce ASB incidents in Nottinghamshire with a focus on those local areas which experience a high level of ASB	A reduction in ASB incidents compared to 2015-16 and report on: a) Personal b) Nuisance c) Environmental

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1.8	The detection rate (including Positive Outcomes) for Victim-Based Crime	i) An improvement in the detection rate (including positive outcomes) for victim-based offences	a) An increase in the detection rate for victim-based crime b) To monitor the Detection rate for Total Crime
		ii) To ensure the appropriate and effective use of Community Resolution disposals	c) To monitor the proportion of Community Resolution disposals
1.9	The number of Alcohol-related crimes	Reducing alcohol related crime and ASB	a) To monitor the number of crimes and ASB which appear to be alcohol-related b) To monitor the proportion of alcohol-related violence crime
		Reduce alcohol related crime and ASB in the Night Time Economy (NTE)	To monitor the number of violent crimes and ASB which appear to be alcohol-related in the NTE
1.10	Reoffending of drug fuelled offenders in the force IOM cohort	An evidenced improvement in reoffending levels and seriousness of offences committed by drug fuelled offenders in the IOM cohort	To monitor the number and seriousness of offences committed by drug fuelled offenders in the IOM cohort (2 cohorts throughout the year will be monitored quarterly)
1.11	The number of Proceeds of Crime Act (POCA) confiscation and forfeiture orders	To improve the POCA process and maximise opportunities to publicise successful POCA operations in order to improve public confidence	a) A 10% increase in the number of orders compared to 2015/16
			b) A 10% increase in the value of orders compared to 2015/16
1.12	Force threat, harm and risk (THR) assessment level	To meet the Strategic Policing requirements of capability and capacity	To reduce the Threat, Harm and risk below the 2015/16 level
1.13	Reported drug offences	To encourage the increased reporting of offences of the production and supply of drugs	To monitor the number of production and supply drug offences
1.14	The number of Cyber crimes	To better understand and tackle cyber crime through identification and monitoring cyber crime levels	Monitor the number of cyber crimes in 2016/17
1.15	Re-offending of offenders in the Force IOM cohort	An evidenced improvement in reoffending levels and seriousness of offending from offenders in the IOM cohort	Monitor the number and seriousness of offences committed by offenders in the IOM cohort (2 cohorts throughout the year will be monitored quarterly)
1.16	Youth Offender reoffending rates	To better understand youth reoffending and to create a baseline for future performance monitoring	To monitor reoffending rates and offending levels of youth offenders in the Youth Justice System
1.17	Community Resolutions for Youth Offenders	To better understand recidivism in Youth	To monitor re-offending in Youth Offenders who

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		Offenders following a Community Resolution disposal, and to create a baseline for future performance monitoring	have received a community resolution
1.18	The number of non-crime related mental health patients detained in custody suites	Reduce the number of non-crime related mental health patients detained in custody suites	A reduction in the number of non-crime related mental health patients detained in custody suites
1.19	Percentage of incidents responded to within the target time	Ensure that demand for service is responded to appropriately by reducing demand and attending Grade 1 and 2 calls quickly	To monitor the percentage of Grade 1 and Grade 2 incidents attended within the prescribed timescales

Force Objective 2: To spend your money wisely			
Measure		Objective	Target
2.1	Make efficiency savings	Make savings in line with MTFP by the end of each financial year	£12m
		Ensure that detailed plans are in place to ensure the savings target is met	
2.2	Total number of days lost to sickness	Reduce the number of days lost to sickness to ensure that the Force remains in line with national trends	a) 3.7% for officers (8.2 days)
			b) 3.7% for staff (8.2 days)
2.3	BME representation	To reduce the gap in current BME representation within the Force and local BME community representation in respect of: Recruitment for officers and staff to reflect the local community	Increase BME representation within the Force to reflect the BME community
2.4	Improve data quality and compliance with national recording standards	To improve the quality and integrity of data recording to ensure that crime is better understood, ethically recorded and responded to	Compliance rate with national recording standard in respect of Total Crime

Force Objective 3: To earn your trust and confidence			
Measure		Objective	Target
3.1	Percentage of victims of crime that are completely, very or fairly satisfied with the service they have received from the police	A year-on-year improvement in satisfaction levels	90% of victims completely, very or fairly satisfied
3.2	Percentage of victims and witnesses satisfied	A year-on-year improvement in satisfaction levels	An increase in the percentage of victims and

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	with the services provided in Court		witnesses satisfied compared to 2015/16
3.3	Percentage of people who agree that the Police and Council are dealing with local Anti-Social Behaviour and other crime issues	A year-on-year improvement in satisfaction levels	60% agreement by 2016/17
3.4	Percentage reduction of people that have been repeat victims within the previous 12 months	Reduce the number of repeat victims of domestic violence, hate crime and ASB	a) A reduction in the number of repeat victims of domestic violence compared to 2014-15
			b) To monitor High risk DV repeats
			c) To monitor Medium/Standard risk DV repeats
			d) A reduction in the number of repeat victims of hate crime compared to 2014-15
			e) To monitor repeat victims of anti-social behaviour incidents
			f) To monitor the number of domestic abuse incidents and crimes and proportion which are repeats
3.5	Public confidence in reporting offences to the police	Encourage the increased reporting of serious sexual offences and sexual offences as a whole	a) To monitor the number of Serious Sexual offences and sexual offences as a whole
		Encourage the increased reporting of domestic abuse (incidents and offences)	b) To monitor satisfaction levels of victims of Domestic Abuse through the Force victim surveys
		Encourage the increased reporting and identification of Hate Crime	c) To monitor the number of Hate Crimes and proportion which are repeats
3.6	Manage demand for service with partners	Manage demand for service with partners	a) Monitor the number of total calls received at control room
			b) Monitor the number of 999 calls per 1,000 population



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# Nottinghamshire Police

## Performance & Insight Report

Strategic Themes One to Seven

Year-end performance to March 2016

OFFICIAL

STRATEGIC PRIORITY THEME 1: Protect, support and respond to victims, witnesses and vulnerable people

Measure		Objective / Target	Performance	Insight
1	Percentage of victims of crime that are completely, very or fairly satisfied with the service they have received from the police	90% of victims completely, very or fairly satisfied	84.8%	<p>The long term trend is stable over the last year and the most recent figure, covering satisfaction for incidents reported in the 12 months to January is not notably different from performance in the same period of last year (85.4%). There is a significant difference between the divisions in terms of the headline figure however (City 82.7%, County 86.2%).</p> <p>In terms of the aspects of satisfaction, Ease of Contact and Treatment remain high in the mid-nineties for overall satisfaction, however there is a significant deterioration in the Follow Up aspect. Traditionally the lowest aspect of Victim Satisfaction, this has reduced from 77.8% last year to 75.0% this year. Looking at the short-term (3 month rolling) picture, a greater deterioration is apparent, with the rate down by 3.8pp compared to the same period of last year.</p> <p>When looking at performance by crime type, victims of Vehicle Crime show the lowest overall satisfaction levels. Within this Theft Of Motor Vehicle in particular has seen significant deterioration in Overall Satisfaction, Action Taken and Follow Up, with each of these aspects deteriorating by more than five percentage points in the 12 month rolling picture.</p> <p>All supervisors receive record level satisfaction data on a monthly basis, allowing them to assess their team's performance and address any specific issues. This information enables supervisors to effectively manage performance, with a view to either recovering service with dissatisfied victims or learning lessons in order to improve future service delivery.</p>
2	Percentage of victims and witnesses satisfied with the services provided in Court	An increase in the %age of victims and witnesses satisfied compared to 2014-15	96.8%	<p><b>Current performance covers the year to March 2015.</b> Around 98% of victims and witnesses responding were satisfied or very satisfied with the services provided in Court in March. Figures for the 12 months to March</p>

STRATEGIC PRIORITY THEME 1: Protect, support and respond to victims, witnesses and vulnerable people					
Measure		Objective / Target	Performance		Insight
					show that more than nine in every ten respondents were satisfied in comparison with the 2013/14 level of 95.7% (April 2013 - March 2014).
3	Percentage of people who agree that the police and local councils are dealing with Anti-Social Behaviour and other crime issues	60% agreement by 2015-16	59.5%	●	<b>Current performance covers interviews in the year to June 2015. The Force is 0.5%age-points below the 60% target. Performance is stable over the last year with negligible movement since the previous quarter.</b>
4	Percentage reduction of people that been repeat victims within the previous 12 months	a) A reduction in the number of repeat victims of domestic violence compared to 2014-15	-4.0%	●	Numbers of repeat victims of domestic violence <b>decreased by 68 victims'</b> year-to-date, an improvement on what was reported previously. This has been driven by a -4.9% <b>decrease</b> in the County (49 less victims), with the City recording a -2.7% <b>reduction</b> (19 less victims).
		b) A reduction in the number of repeat victims of hate crime compared to 2014-15	+2.9%	●	There were 2 additional repeat hate crimes recorded year-to-date, with the City recording 7 additional victims and the County 5 less. Overall this is a 7.0 percentage point improvement on last month.  Hate crime repeat victimisation was discussed at the February Force Performance Board; additional analysis of hate crime has been requested and will be reported at the March meeting.
		c) To monitor repeat victims of ASB	-5.8%		Numbers of repeat victims of ASB appear to align with the overall decrease in reporting of ASB, and this is mirrored across the two divisions, with City recording a 3.1% fewer and County 8.5% fewer.
		d) To monitor the number of domestic abuse incidents and crimes and the proportion of which are repeats	-28.0%		Taken together, the numbers of domestic abuse incidents and crimes appear to have decreased by -28.0% or 5,351 less offences; however it is important to note that this is driven by a reduction in the number of recorded domestic incidents related to a change in recording process. Domestic abuse crimes are showing an 8.0% increase over the same time period.
			36.4%		The proportion of domestic abuse incidents and crimes has reduced when compared to the previous year (40.6%). The proportion falls to 22.1% when incidents are removed, suggesting that the Force is dealing proactively prior to an incident becoming a crime.
5	Public confidence in reporting offences to the police	a) To monitor the number of Sexual Offences as a whole	+10.0%		There were 185 additional Sexual Offences recorded in 2015/16 and this has been attributed to better recording practices, increased numbers of

STRATEGIC PRIORITY THEME 1: Protect, support and respond to victims, witnesses and vulnerable people					
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			<p>historic sexual offences being reported, and direct recording of other agency referrals.</p> <p>Broken down the volume and percentage increase recorded in other sexual offences (+86 offences or +7.0%) are less than that of rapes (+99 offences or +14.0%).</p>		
		b) To monitor satisfaction levels of victims of Domestic Abuse through the force victim surveys	89.8%	<p>Results of the Domestic Abuse Victim Satisfaction Survey for incidents reported in the 12-months to the end of January 2016 demonstrate that around nine in every ten victims of domestic abuse are satisfied with the whole experience (89.8 percent, 493 out of 549 respondents). Performance is stable over the last year (for incidents reported in the 12-months to January 2015 the rate was 88.7 percent).</p> <p>There is no underlying difference between the divisions in terms of the satisfaction figure (City 88.8 percent, County 90.4 percent). The long-term trend for Domestic Abuse satisfaction in the City is stable. The long-term trend for Domestic Abuse satisfaction in the County is stable.</p> <p>Satisfaction with keeping victims informed of progress is stable over the last year. For incidents reported in the 12-months to January 2015 the rate was 75.5 percent (428 out of 567 respondents), compared with the latest result of 75.8 percent (417 out of 550).</p>	
		c) To monitor the number of Hate Crimes and the proportion of which are repeats	+4.0%	<p>There were 40 additional hate crimes recorded in 2015/16, with a relatively even split between Public Order offences (468 offences) and Victim-Based offences (472 offences). A similar volume of offences are recorded on the divisions; City with 493 offences YTD and County with 447 offences.</p>	
			10.8%	<p>The proportion of Hate Crimes which are repeats reduced slightly from 11.0% last year to 10.8% this year. 11.0% of Hate Crimes in the City were repeats, whilst 10.4% were repeats in the County.</p>	

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6	The number of people Killed or Seriously Injured (KSIs) on Nottinghamshire's roads	a) 40% reduction in all KSI RTCs by 2020 (from 2005-09 average)	-33.3%	●	The total calendar 2015 figures for the force have now been released and the downward trend has reversed in many road user groups including child casualties, pedestrians, pedal cyclists and young drivers. KSI child casualties have increased by 54.8% compared with 2014 figures and the Road Safety Education group has met to discuss this and the other increases. We are awaiting the release of the national 2015 statistics to see if this increase is consistent with other areas.
		b) Monitor KSIs for 0-15 year olds	-35.3%	●	
7	The number of non-crime related mental health patients detained in custody suites	A reduction in the number of non-crime related mental health patients detained in custody suites	-79.0%	●	There were 94 less people with mental health related illnesses presented to custody as a first place of safety year-to-date to November 2015. Overall, there was a 26.8% reduction in the number of mental health patient detainees in custody and s136 suites. This is a direct result of the introduction of the Street Triage Team.
8	Percentage of incidents responded to within the target time <sup>1</sup>	To monitor the percentage of Grade 1 and 2 incidents attended within the prescribed timescale	Grade 1 81.7%	●	<p><b>New target for 2015-16</b></p> <p>Historically the targets for attendance to incidents have been as follows:</p> <ul style="list-style-type: none"> <li>85% attendance to Grade 1 incidents in Urban areas within 15 minutes and Rural areas within 20 minutes; and,</li> <li>80% attendance to Grade 2 incidents within 60 minutes.</li> </ul> <p>In terms of Grade 1 incidents, the Force attended 82.1% of Urban areas and 79.1% of Rural areas within the specified times. Whilst 68.7% of Grade 2 incidents were attended within 60 minutes.</p> <p>Grade 2 response times performance is not as positive as grade 1 performance. In line with the Forces Threat Risk and Harm approach, the more serious grade 1 incidents are prioritised over grade 2 incidents due to the nature of the incident; however the Force is committed to respond to all incidents within the appropriate timescale.</p>
			Grade 2 68.7%	●	

<sup>1</sup> Outliers have been excluded from the overall figures

**STRATEGIC PRIORITY THEME 1: Protect, support and respond to victims, witnesses and vulnerable people**

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			<p>The Force CRIM team aim to deal with all non-attend and standard grade incidents, allowing response officers to focus on attending immediate and urgent (grade 1 and 2) incidents within the target times. The Force plans to increase the number of incidents dealt with appropriately through the CRIM. Reviewing grade 2 incidents this year-to-date, overall the volume of incidents has reduced by -15.8%, with response times fairly similar to those recorded last-year.</p> <p>The recent launch of the OPTIK mobile data solution will further support response officers to manage their daily business effectively, and it is anticipated that response times will improve as a result of officers spending more time away from their base station.</p> <p>The Force demand profile is currently being refreshed in line with the national demand work stream in order to inform a review of resource allocation. This will ensure that response hubs are appropriately resourced in order to meet demand.</p> <p>In addition the Force is currently reviewing its performance management and monitoring process in order to align performance information with the new response hubs. This will enable the Force to better understand and address specific issues where identified.</p> <p>In terms of performance per response hub, the Riverside hub responds to nearly a fifth of all grade 2 incidents recorded by the Force, and is attending just over 73% of calls within the 60 minute target time, the highest of the 9 hubs. The overall volume of grade 2 incidents across the Newark hub is a third of that recorded by the Riverside, with target attendance performance similar.</p> <p>The Mansfield respond hub responds to a similar volume of grade 2 incidents; however performance in 2015/16.</p>

STRATEGIC PRIORITY THEME 2: Improve the efficiency and effectiveness of the criminal justice process					
Measure		Objective / Target	Performance		Insight
1.2	Percentage of Crown Court files to be submitted by the police to the Crown Prosecution Service on time and without errors	A continued improvement in the quality and timeliness of files submitted by the police to the Crown Prosecution Service			The force undertook a considerable amount of communication and awareness of National File Standards (NFS) as part of the roll out of TSJ led by Ch Insp Gowan and senior Criminal Justice managers. File quality is discussed at Regional Prosecution Team Performance Meetings (PTPM) between Police and CPS. There continues to be senior officer/staff commitment to provision of a quality assured police file. File quality audits are carried out looking at a dip sample of individual case files at least every 2 months (Crown and Magistrates) - this involves District Crown Prosecutors for CPS, Police Criminal Justice Staff and Divisional officers at Inspector level or above. This has identified issues and quality both on a general level but also with individual officers which is fed back for additional learning.
2	Crown and Magistrates' Courts conviction rates	To record a conviction rate in line with the national average	CC 1.3%	●	The Crown Court year-to-date (November 2015) recorded a conviction rate of 83.6%, <b>higher than the national average</b> of 82.7% and higher than the region (80.8%). The Magistrates' Courts conviction rates of 82.3% are <b>lower than the national average</b> (83.6%) and the region (82.7%).
			MC -1.3%	●	
3	Early Guilty Plea rate for the Crown and Magistrates' Courts	An increase in the Early Guilty Plea rate compared to 2014-15	CC +7.5%	●	The Early Guilty Plea rate recorded in the Crown Court year-to-date to November 2015 was 42.3%, which is an improvement on the same period last year. The rate was also considerably above the national average rate of 33.4%. The Magistrates' Courts Early Guilty Plea rate has considerably improved from 67.4% in the same period last year, to 70.8%. This places Magistrates' Courts Early Guilty Plea rate just below the national average of 71.9%. Feedback on the improvement in the early guilty pleas in both the Magistrates and Crown Court can be attributed to the early reported success of Transforming Summary Justice (TSJ). There is a noticeable increase in the number of cases where anticipated guilty plea is correctly identified at point of charge and the necessary file build (to national
			MC +3.4%	●	
		To be better than the national average	CC +8.9%	●	

STRATEGIC PRIORITY THEME 2: Improve the efficiency and effectiveness of the criminal justice process						
Measure		Objective / Target	Performance		Insight	
			MC -1.1%	●	standards) is supplied for the dedicated first hearing. Initial Details of the Prosecution Case (IDPC) is prepared and served on the court and defence 5 days before the hearing allowing them to be better prepared for the initial hearing and the defence to enter their plea.	
4	Percentage of effective trials in the Crown and Magistrates' Courts (HMCTS Measure)	Reduce percentage of ineffective trials due to prosecution team reasons compared to 2014-15	CC -7.8%	●	The Ineffective Trial Rate in the Crown Court fell from 17.0% last year to 9.2%. The Effective Trial Rate meanwhile remains stable, at 48.5% year-to-date compared to 48.1% last year-to-date <sup>2</sup> . Magistrates Courts' have seen less change in performance, with the Ineffective Trial Rate falling to 21.1%, and the Effective Trial Rate increasing by 2.1 percentage points (pp) to 41.6%.	
			MC -1.7%	●		
		Achieve a year-on-year improvement in effective trial rates	CC +0.4%	●	All parties from CPS and HMCTS have been trained in TSJ. Generally feedback in relation to prosecutors, legal advisers and benches / DJs is positive which leads to a better managed court process. A joint agency LIT, including defence representatives continues to meet regularly to consider how TSJ is operating and to look at performance and to ensure that we can address the issues that arise and impact.	
			MC +2.1%	●		

STRATEGIC PRIORITY THEME 3: Focus on those priority crime types and local areas that are most affected by crime and anti-social behaviour							
Measure		Objective / Target	Performance		Short / Long Term Trend	Insight	
1	Reduction in All Crime across the force	a) A reduction in All Crime compared to 2014-15	-0.2%	●	▼	▼	<p>The Force recorded a -4.2% reduction in February 2016 compared to the same month last-year, which means year-to-date the Force is recording a 0.1% increase; a 0.5 percentage point improvement compared to year-to-date performance to the end of January 2016.</p> <p>Considering divisional performance for All Crime, the City division recorded an -8% reduction in February 2016, continuing the positive performance in the City since July 2015. Therefore, the YTD position has improved 0.3 pp</p>

<sup>2</sup> Year-to-date performance from April to December in line with the UK Statistics Authority Release Practices as being certified for release by MoJ

**STRATEGIC PRIORITY THEME 3: Focus on those priority crime types and local areas that are most affected by crime and anti-social behaviour**

Measure	Objective / Target	Performance	Short / Long Term Trend	Insight
				<p>and currently stands at -4.5%. YTD performance is fairly similar across all four inspector areas in the City, with the City Centre recording a -15.8% reduction in February following a 3.6% increase in January.</p> <p>The County recorded a -1.3% reduction in February, meaning the overall YTD performance has improved 0.4 pp to +3.7%. Performance on the County is being driven by a 9.8% increase in Mansfield &amp; Ashfield, or 1,277 additional offences, with month-on-month increases throughout the year, with the exception of November. Broxtowe, Rushcliffe &amp; Gedling have recorded an improvement in performance since June 2015 and are recording a current YTD reduction of -2.7%, or 320 less offences.</p> <p>In terms of victim-based crimes, the Force recorded monthly comparative year-on-year reductions in; Violence against the Person (-2.3%), Burglary (-1.9%), Vehicle (-7.6%) and Theft (-10.8%) offences, with increases in; Sexual (+5.4%), Robbery (+19.1%) and Arson &amp; Criminal Damage (+1.4%) offences.</p> <p>The reduction recorded in Violence Against the Person (VAP) offences means the Force is recording a year-to-date (YTD) increase of 10.8%, an improvement of 1.2 percentage points (pp) compared to YTD performance to the end of January 2016. This continues the strong performance seen in quarter 3 of 2015.</p> <p>There were similar reductions in both 'with injury' (-2.1%) and 'without injury' (-2.5%) offences in February, with</p>

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Measure	Objective / Target	Performance	Short / Long Term Trend	Insight
				<p>similar volume increases in each contributing to the year-to-date increase in overall VAP.</p> <p>Breaking VAP down to City/County, the overall reduction in VAP offences in February is attributable to a -7.0% reduction recorded on the County. The City recorded a 4.7% increase with only City Centre recording a reduction in February (-14.0%). However, year-to-date, the County is recording a year-on-year increase of 14.3% compared to a 6.2% increase on the City.</p> <p>For the second consecutive month the Force recorded a month-on-month reductions in the overall volume of vehicle offences, which in turn means the Force is recording a YTD increase of just 1.7%, a 0.9 pp improvement in performance to the end of January 2016.</p> <p>However, breaking vehicle offences down further it is clear that the overall reduction in February is being driven by reductions in Theft from Motor Vehicle (-14.7%) and Vehicle Interference (-35.0%) with a 56.5% increase in Theft of Motor Vehicle (TOMV) offences. This in turn means the Force continues to record a YTD increase in TOMV offences.</p> <p>Overall, Burglary Dwelling continues to show strong performance, with February recording an -18.6% reduction, or 64 less offences. However, performance across the City and County differ in February with a -37.6% reduction on the City compared to a 2.5% increase on the County.</p>

**STRATEGIC PRIORITY THEME 3: Focus on those priority crime types and local areas that are most affected by crime and anti-social behaviour**

Measure	Objective / Target	Performance	Short / Long Term Trend	Insight
				<p>YTD, the County is recording an -11.9% reduction mainly attributable to strong reductions in both Broxtowe, Rushcliffe &amp; Gedling and Mansfield &amp; Ashfield. In the short term however, Broxtowe, Rushcliffe &amp; Gedling recorded a 23.4% increase in February 2016 compared to February 2015, as did Bassetlaw, Newark &amp; Sherwood (+7%).</p> <p>City performance continues to be positive, with a significant 27.6% reduction in Burglary Dwelling offences year-to-date. This reduction is consistent across all four operational areas.</p>
	<p>b) A reduction in Victim-Based Crime compared to 2014-15</p>	<p>+0.4%</p>	<p>● ▼ ▼</p>	<p>Victim-Based crimes accounted for 90.2% of All Crime recorded by the Force in 2015/16, which is similar to the proportion recorded last year (89.7%). The overall volume of victim-based crimes increased by 248 offences, or 0.4%.</p> <p>Reductions were recorded in a number of offence types below this however, including; Burglary (-9.1% or 786 less offences), Shoplifting (-2.2% or 170 less offences), Other Theft Offences<sup>3</sup> (-4.8% or 416 less offences), Robbery (-10.4% or 105 less offences), Theft from Person (-11.0% or 135 less offences), and Bicycle Theft (-9.1% or 194 less offences).</p> <p>In term of divisional performance for victim-based crime, the City ended the year with a -4.5% reduction, or 1,261 less offences, with comparable reductions across the four operational areas. In contrast, the County recorded a</p>

<sup>3</sup> Includes; Theft – Making Off Without Payment, Theft by an Employee, Theft of Mail etc

STRATEGIC PRIORITY THEME 3: Focus on those priority crime types and local areas that are most affected by crime and anti-social behaviour						
Measure		Objective / Target	Performance		Short / Long Term Trend	Insight
						4.1% increase, or 1,509 additional offences driven by increases in; Ashfield (+9.9% or 611 additional offences), Mansfield (+8.3% or 549 additional offences) and Newark & Sherwood (+7.7% or 415 additional offences).
		c)	-4.0%			Against the 2011-12 baseline, the Force recorded 2,703 less victim-based crimes in 2015/16, a reduction of -4.0%.
		d) To monitor the number of offences in those local areas which experience a high level of crime	City -4.0%			The five areas of Nottingham City that have been identified as experiencing high levels of crimes end the 2015/16 performance year with a -4.0% reduction compared to 2014/15. This is a 1.0pp improvement to performance to the end of February following a -21% reduction in March 2016.
						County +3.0%
						This improvement is mainly attributable to reductions across 8 (out of 15) areas in March 2016, particularly in; Hucknall East (-38% or 20 less offences), Worksop South (-34% or 20 less offences) and Worksop North West (-22% or 19 less offences).

STRATEGIC PRIORITY THEME 3: Focus on those priority crime types and local areas that are most affected by crime and anti-social behaviour				
Measure	Objective / Target	Performance	Short / Long Term Trend	Insight
				<p>Out of the 15 areas on the County, only 6 recorded a year-end reductions with Netherfield &amp; Colwick recording a -12% reduction (or 67 less offences), and similar volume reductions across; Hucknall East (46 less offences), Kirkby East (47 less offences), Sutton Central (51 less offences) and Worksop North West (43 less offences).</p> <p>The main areas of concern on the County are; Sutton-in-Ashfield North which ended the year with a 20% increase (or 120 additional offences), with month-on-month increases throughout most of the year, and the Castle area in Newark. Castle ended the year recording a 12.7% increase, or 133 additional offences, with month-on-month increases throughout most of the year, notably in January to March 2016.</p>
	e) To monitor the proportion of rural crime compared to 2014-15	12.1%		<p>There were a total of 8,741 offences identified as rural crimes to the end of 2015/16, equating for just over 12% of all crime recorded by Nottinghamshire Police. This is fairly similar to the proportion in 2014/15. In terms of performance in rural areas, the Force recorded a 5.4% increase, or 450 additional crimes, compared to a -0.9% reduction, or 572 less crimes, in urban areas.</p> <p>There were 7,988 offences defined as Rural Crimes recorded year-to-date to February which equates to 12.0% of All Crime, nearly 1pp more than last year. Volume wise, there has been a 5.3% (or 405 additional offences) increase year-to-date.</p> <p>In line with the overall Force trend, Violence Against the Person (VAP) accounted for the main bulk of the increase</p>

STRATEGIC PRIORITY THEME 3: Focus on those priority crime types and local areas that are most affected by crime and anti-social behaviour				
Measure	Objective / Target	Performance	Short / Long Term Trend	Insight
				<p>recorded in rural areas with 299 additional offences recorded in 2015/16 compared to 2014/15, an increase of 16%.</p> <p>Comparing offending in rural areas to urban, most crime types are followed similar trends with the exception of Burglary Non Dwelling.</p> <p>The Force recorded a 16.2% increase in Burglary Non Dwelling offences in rural areas in 2015/16 compared to a -5.8% reduction in urban areas. The increase in rural areas equates to 134 additional offences recorded in the 12-months to the end of March 2016, and was driven by increases in; Newark &amp; Sherwood (+3.3% or 85 additional offences) and Bassetlaw (+4.6% or 41 additional offences).</p> <p>Overall, Newark &amp; Sherwood features as a rural area experiencing higher levels of offences in 2015/16 compared to the previous performance year with a 9.3% increase, or 236 additional offences. The increase was mainly driven by performance to the end of the first quarter where Newark &amp; Sherwood recorded a 40.5% increase. Performance from the start of quarter 2 levelled off with similar levels recorded in most months culminating in a strong -16.7% reduction in the month of February 2016, and a -0.4% reduction in March 2016. Offences with notable increases in 2015/16 are; VAP (+18.3% or 108 additional offences), and Burglary Non Dwelling.</p>

STRATEGIC PRIORITY THEME 3: Focus on those priority crime types and local areas that are most affected by crime and anti-social behaviour							
Measure		Objective / Target	Performance		Short / Long Term Trend		Insight
2	Reduction in Anti-Social Behaviour (ASB) incidents across the force	Long-term target of 50% reduction by end of 2015-2016 (compared to 2011-12 baseline)	-36.4%	● <sup>4</sup>	▼	▼	<p>Against the 2011-12 baseline; there has been a 36.4% reduction, or 21,115 less incidents recorded in Nottinghamshire. ASB can be defined as either being victim based where the caller is either the victim or the incident is being reported by a third party on behalf of the victim, or non-victim based where the anti-social behaviour amounts to nuisance behaviour and is typically reported by; staff on duty, other agencies or members of the public who have witnessed such behaviour.</p> <p>Non-victim based incidents typically include; abandoned vehicles, begging/vagrancy, environmental damage, street drinking and vehicle nuisance, and Nottinghamshire has recorded a 41.3% reduction, or just over 9,000 fewer incidents reported.</p> <p>In terms of overall victims, the reduction from 2011/12 to 2015/16 is in line with the overall reduction in ASB incidents, with similar reductions in the number of repeat victims and those victims reporting incidents for the first time. There has been a 46.8% reduction in the number of victims of ASB who have been considered as being vulnerable or high risk with the volume of incidents down by 38.2%.</p> <p>Compared to 2014/15, the Force recorded a -4.3% reduction, or 1,661 less ASB incidents.</p>
3	The detection rate (including Positive Outcomes) for Victim-Based Crimes	a) An increase in the detection rate for Victim-Based Crime	-2.7%	●	▼	▼	There were 1,328 fewer detections for Victim-Based Crime year-to-date than in the previous year; however as seen in previous months higher numbers of detections

<sup>4</sup> Based on current year-to-date performance compared to last-year

**STRATEGIC PRIORITY THEME 3: Focus on those priority crime types and local areas that are most affected by crime and anti-social behaviour**

Measure		Objective / Target	Performance		Short / Long Term Trend		Insight
PLEASE NOTE: DUE TO A CHANGE IN PROCESS, PERFORMANCE DATA FOR POSITIVE OUTCOMES IS CURRENTLY UNAVAILABLE. DATA SHOWN HERE IS TO THE END OF JANUARY 2016.							awaiting approval mean that when the figures are refreshed next month there should be an improvement.
	b)	To monitor the proportion of Community Resolution disposals	14.6%				Whilst the proportion of Community Resolution disposals has fallen slightly when compared to the previous year (from 16.7%) the volume has fallen by 22.2% or 693 disposals which are at a greater rate than the fall in overall detections.
	c)	To monitor the detection rate for All Crime	-3.5%	●	▼	▼	The detection rate for All Crime fell from 30.6% last year to 27.1%, similar to last-month. Previous analysis has suggested falling numbers of arrests may have impacted directly on overall detections, but changes to the counting rules, 24 hour interventions and new offence classifications may also be contributory factors.

**STRATEGIC PRIORITY THEME 4: Reduce the impact of drugs and alcohol on levels of crime and anti-social behaviour**

Measure		Objective / Target	Performance	Insight
1	The number of Alcohol-Related Crimes	a)	Crime -11.9%	It is estimated that between 13 and 15% of All Crime and ASB is Alcohol-Related. The reported number of Alcohol-Related Crimes is reducing, whereas the Force is recording a slight increase in overall crime. Whilst the number of Alcohol-Related ASB incidents are showing an increase against the overall reduction.
			ASB +2.2%	
		b)	To monitor the proportion of Alcohol-Related Violence	21.8%
	To monitor the number of violent crimes which appear to be Alcohol-Related in the NTE	Crime +0.4%	There were 7 additional night-time economy violence against the person offences recorded in 2015/16 compared to 2014/15.	

STRATEGIC PRIORITY THEME 5: Reduce the threat from organised crime					
Measure		Objective / Target	Performance		Insight
1	The number of Proceeds of Crime Act (POCA) confiscation and forfeiture orders	A 10% increase in the number of orders compared to 2014-15	+0.4%	●	The Force recorded 1 additional Confiscation and Forfeiture Orders in 2015/16 compared to last year, placing the Force 9.9pp below target. The overall value of POCA orders has increased however by 7.2% or £73,196.89, with the average value now at £4,827.55 compared to £4,522.32 in 2014/15.
2	Force Threat, Harm and Risk (THR) assessment level	To reduce the Threat, Harm and Risk assessment below the 2014-15 level	+17.6%	●	<p>A Significant EMOCGM Review between December 2013 to July 2014 of High Risk Organised Crime Groups (OCGs) lead to an increase in the number of OCGs from December 2013 to August 2014 due to OCGs being broken down in to several smaller, more manageable OCGs.</p> <p>This review was shortly followed by a National OCG Archiving Embargo from September 2014 to January 2016 where forces were not allowed to archive active OCGs.</p> <p>This meant that forces that had disrupted OCGs, and removed the risk they presented, could not archive them and had to keep them active, albeit with a low threat score. As such, the “increase” in OCGs within this period is not indicative of an increased threat due to a number of disrupted OCGs “waiting” to be archived.</p> <p>Thus, the current number of OCGs is -17.6% lower in March 2016 compared to March 2015<sup>5</sup>. The number of OCGs assessed as ‘High Risk’ has reduced by just over 70% from 7 to 2; with numbers of Active OCG Nominals reducing by -10.5%, whilst there are 70% less Active Nominals in ‘High Risk’ OCGs in line with the overall reduction.</p>
3	Reported drug offences	To monitor the number of production and supply drug offences	-5.8%	●	There were 44 less supply and production drug offences recorded in 2015/16 compared to the previous year (a reduction of 5.8%). The number of supply offences increased by +8.0%, or 32 additional offences.
4	The number of Cyber Crimes	To monitor the number of Cyber Crimes in 2015-16 to establish a baseline	1,023		Based on the search used for the Home Office Annual Data Return for Cyber Crime, just over 1% of All Crime in 2015/16 was classed as Cyber Crime. Numbers and proportions will appear relatively low due to the

<sup>5</sup> Not necessarily the same OCGs.

STRATEGIC PRIORITY THEME 5: Reduce the threat from organised crime				
Measure		Objective / Target	Performance	Insight
				removal of Fraud & Forgery offences which are referred to the National Fraud Agency.

STRATEGIC PRIORITY THEME 6: Prevention, early intervention and reduction in re-offending				
Measure		Objective / Target	Performance	Insight
2	Youth Offender re-offending rates	To monitor re-offending rates and offending levels of Youth Offenders in the YJS	30.8%	Data from both the Youth Offending Teams for City and County show that 31.9% of youth offenders (43) within the cohort have re-offended in the last 12 months, with a re-offending rate of 0.79. Nationally, the latest data to 2011/12 shows an average re-offending rate of 35.5%
3	Community Resolutions for Youth Offenders	To monitor re-offending in Youth Offenders who have received a Community Resolution disposal	295	Based on the date detected, in 2015/16 295 outcomes have been issued to youth offenders who had previously received a community resolution in 2014/15.
	First time entrance in to the youth justice system	To monitor the number of Youth Offenders entering the criminal justice system for the first time	204	<p>There have been 204 young persons identified as first time entries in to the youth justice system in 2015/16, 10 less than recorded in 2014/15.</p> <p>The average age of an offender is 15, though nearly a third of all offenders are aged 16. The majority of offenders identified are male, with over 20% recorded as female, with the ethnicity of the offender in just over 90% being white, just under 5% recorded as BME and the ethnicity in the remaining records not recorded.</p> <p>A third of all offences recorded were for Violence Against the Person, with Theft &amp; Handling, Motoring Offences and Criminal Damage each accounting for around 9% of the total volume.</p> <p>Around 60% of youth offenders were given a caution, youth conditional caution or youth caution, with a further 28% receiving a referral order.</p>

STRATEGIC PRIORITY THEME 7: Spend Your Money Wisely				
Measure		Objective / Target	Performance	Insight
1	Make efficiency savings	To make £11.0m saving by March 2016	-£2.4m	<p>●</p> <p>The Government's grant has reduced significantly and in order to balance the budget, savings of £11.0m need to be made in 2015-16.</p>

STRATEGIC PRIORITY THEME 7: Spend Your Money Wisely				
Measure		Objective / Target	Performance	Insight
				<p>To date £5,766m efficiencies have been achieved against a target of £8,154m. It is anticipated that the shortfall will be in the region of £3.500m by the year end and a contribution from reserves has been approved to offset this.</p> <p>The Finance and Delivering the Future Teams are working closely with key enablers to ensure that there are coherent and tightly monitored plans in place to deliver £12m saving over the next financial year (16/17) in line with our total funding of £190.2m.</p> <p>This includes a restructuring programme that is currently in phase one which incorporates people based services totalling around £2.5m. This phase, along with an on-going programme of VR at appropriate stages will roll in to a secondary phase of savings initially and tentatively identified in November 2015 which will include other areas of the Force that were not in phase one. This is planned to deliver the £3.5m required.</p> <p>Additionally, non-pay savings are being closely monitored to deliver £1.7 m made up of improved contract management , procurement and tighter controls of non-required spend and natural reductions of retiring and resigning Officers and a more streamlined approach to senior ranking structure will deliver £5m.</p>
2a	Ensure balanced budget	Overall spend v budget 2015/16 budget - £191.2m	-£6.9m -3.9%	<p>Expenditure to date was £6.892m worse than budget. This was largely due to the shortfall in the efficiency programme which impacts numerous lines of expenditure (as above) where there is anticipated to be a £3.500m shortfall by the year end; redundancy costs; police officer overtime due to various operations such as speed awareness, although some relates to mutual aid or externally and has been offset by income; staff pay although the trend has improved over recent months; comms &amp; computing due to a charge for systems provided by the Central government; the charge for the MFSS which was omitted from the</p>

STRATEGIC PRIORITY THEME 7: Spend Your Money Wisely				
Measure		Objective / Target	Performance	Insight
				original budget; the timing of income recognition for externally funded projects which will reverse by the year end especially for the camera/speed awareness projects.
2b	Total number of days lost to sickness	8.2 days	+21.9% (Officers)	<p>The latest cumulative (April 2015 to February 2016) sickness data for the Force has shown that officer sickness is 4.51%. This equates to 10.0 days lost to sickness versus the target of 8.2 days (21.9% over target).</p> <p>The latest cumulative (April 2015 to February 2016) sickness data for the Force has shown that staff sickness is 5.14%. This equates to 11.4 days lost to sickness versus the target of 8.2 days (38.9% over target).</p> <p>Since the introduction of MFSS, sickness data is controlled by individuals and line managers, and will reflect what has been reported into DMS.</p> <p>One explanation is that the increase in sickness may be that it is being more accurately recorded through the Forces 'Booking On / Booking Off' system introduced in March 2015. In addition to this there is now less officers and police staff. Police officer headcount has reduced by 124 (5.7%) from 2,161 at the end of March 2015 to 2,037 as at the end of March 2016. Over the same period Police Staff headcount has reduced by 260 (15%) from 1,736 to 1,476. This reduction may have contributed to an increase in the sickness absence rates, as any sickness will proportionally result in a higher percentage rate of absence.</p>
			+38.9% (Staff)	<p>The April 2015 to February 2016 cumulative figures compared to the February 2015 rolling average represents a 34% increase for officers and 47% increase for police staff.</p> <p>In April 2016, new arrangements have been introduced to reduce the high number of sickness reasons that line managers can select on MFSS. This has been communicated on the Forces intranet and DMS log-on screen, and will be supported by the HR sickness SPOC's.</p>

STRATEGIC PRIORITY THEME 7: Spend Your Money Wisely			
Measure	Objective / Target	Performance	Insight
			<p>There is a number HR activities taking place on Attendance Management, including;</p> <ul style="list-style-type: none"> <li>• holding ‘surgery’ / ‘clinics’ to support line managers on attendance management</li> <li>• attending SMT / People Meetings to review sickness and provide information</li> <li>• liaising with line management to provide advice and support at formal stage 1, 2, 3 meetings (incl. attending, and pre-meetings)</li> <li>• providing monthly sickness information to divisional / department SMT and 2nd Line Managers</li> <li>• supporting with case conferences and reviewing long term sickness cases to facilitate return to work</li> <li>• supporting with stress actions plans and recuperative duties processes</li> </ul> <p>As well as the above, there has been a number of locally driven initiatives in relation to attendance management, and include;</p> <p>In Contact Management, a sickness case review meeting discussed all long-term sick cases. Progress will be reviewed and updates discussed at CM People Meeting.</p> <p>A Superintendent within City has been leading/driving requirement to undertake Stage 1/2/3 meetings with appropriate outcomes.</p> <p>Divisional/department line management have liaised with HR for officers/staff that have breached a ‘trigger’ who have had a formal management meeting; in summary, 665 officers and police staff have breached a sickness trigger. Of these, 499 (75%) have had a formal management meeting. This has improved from 24% reported at the November 2015 Professional Standards, Integrity and Ethics Board, 45% as at the end of December, and 57% for the February Board. As this remains below the 85% target (albeit with an improving trend). It is</p>

STRATEGIC PRIORITY THEME 7: Spend Your Money Wisely				
Measure		Objective / Target	Performance	Insight
				<p>intended that this will continue to be reported to the Professional Standards, Integrity and Ethics Board for appropriate performance management.</p> <p><i>Due to changing our HR and Duty Management System we are not in a position to supply rolling 12 month sickness data.</i></p>
3	BME representation	To increase BME representation within the force to reflect the BME community	+0.3%	<p>●</p> <p>Current BME representation in Force stands at 4.3%. This shows little change from the proportion recorded in March 2012.</p> <p>The 4.3% figure is lower than the BME population of Nottinghamshire, which stands at 11.2% (Source: 2011 Census Data).</p>
4	Improve data quality and compliance with the National Crime Recording Standard (NCRS)	To have a compliance rate in line with the National Crime Recording Standard (NCRS) in respect of All Crime		<p>Data quality to be monitored through the PCC Delivery Plan to evidence that quality is improving.</p> <p>Performance for Violent Crime, Sexual Offences and compliance rates prior to intervention to be monitored through the PCC Delivery Plan.</p>

<b>For Information / Decision</b>	
<b>Public/Non Public*</b>	<b>Public</b>
<b>Report to:</b>	<b>Strategic Resources &amp; Performance</b>
<b>Date of Meeting:</b>	<b>21<sup>st</sup> June 2016</b>
<b>Report of:</b>	<b>Paul Dawkins – Director of Finance</b>
<b>Report Author:</b>	<b>David Machin</b>
<b>E-mail:</b>	<b>David.Machin10991@Nottinghamshire.pnn.police.uk</b>
<b>Other Contacts:</b>	<b>Charlotte Radford</b>
<b>Agenda Item:</b>	<b>05</b>

## Revenue Outturn Report for 2015/16

### 1. Purpose of the Report

- 1.1 The purpose of this report is to provide an update on the provisional financial outturn position against the key financial performance headlines for Nottinghamshire Police for the year ending 31<sup>st</sup> March 2016 (Period 12).
- 1.2

### 2. Recommendations

- 2.1 It is recommended that the outturn position for each legal entity and the net position for the Group is noted:

Entity	Budget £000	Actual £000	Out-turn variance £000
Force	186,475	194,045	7,570
OPCC	4,725	4,026	(699)
<b>GROUP</b>	<b>191,200</b>	<b>198,071</b>	<b>6,871</b>

- 2.2 It is recommended that the Commissioner approves the transfer from the MTFP reserve of £7,570,000 to meet the above overspends. And the transfer to the Grants & Commissioning reserve of £699k from the above underspends.

### 3. Reasons for Recommendations

- 3.1 This complies with good financial management and Financial Regulations.

## 4. Summary of Key Points

### Revenue

- 4.1 The force was £7.570m over spent, although this was £210k better than the estimated outturn (as reported to the Strategic Resources & Performance meeting on 15<sup>th</sup> March 2016). This was primarily due to reduced interest charges as a result not requiring additional funding for the capital programme; the recharge of a TSU officer to Derbyshire which was backdated to 2014/15; and the quarterly review of the insurance provisions.

A contribution from reserves is required to fund for overspend within the Force for 2015/16 of £7.570m, of which £3.5m had previously been agreed in the autumn, with a further decision record in February 2016 approving a further £4.2m. The estimated outturn position is favourable by £130k. This overspend will be met from the MTFP Reserve, which is earmarked for budget fluctuations. A total of £9.2m will be utilised from this reserve for the year (including the £1.6m approved in the original budget set in February 2015).

The OPCC spend for the year was £4,026k, which was an underspend of £699k, split £108k within the Commissioner's Office and £591k in grants and commissioning. The projected outturn assumed a balanced budget position, these underspends will be transferred to OPCC's Commissioning reserve.

The figures quoted in this report are subject to external audit by KPMG during July and will therefore remain provisional until the satisfactory conclusion of that audit.

**Nottinghamshire Police Group Position Total:  
Budget Variance Analysis**

	Variance to Budget			Note
	£'000	£'000	£'000	
<b>The Force:</b>				
<b>Pay &amp; allowances</b>				4.2
Police officer	(643)			
Staff	771			
PCSO	(110)			
		<u>17</u>		
<b>Overtime</b>				4.3
Police officer	967			
Staff	201			
PCSO	31			
		<u>1,199</u>		
Other employee expenses		<u>1,552</u>		4.4
		<b>2,769</b>		
Premises costs	826			4.5
Transport costs	451			4.6
Comms & computing	1,561			4.7
Clothing, uniform & laundry	(73)			4.8
Other supplies & services	2,740			4.9
Collaboration contributions	2,302			4.10
Medical retirements	144			4.11
Capital financing	(1,268)			4.12
Other	3,810			4.13
		<u>10,493</u>		
Income		(5,691)		4.14
<b>Force overspend</b>		<b>7,570</b>		
<b>OPCC</b>		(699)		
<b>Provisional Group Position Total</b>		<u><b>6,872</b></u>		

- 4.2 Police officer pay was £104,993k for the year which was £643k under budget, this was largely due to timing of leavers/retirees and also being greater than budgeted, where we had originally budgeted to be at 1,990.7 FTE's in March 2016, however ended the year 7.2 FTE's below at 1,983.5 FTE's.

Police staff and PCSO pay for the year was £48,650k, which was a net £660k overspend. The over spend was mainly due to agency costs; not achieving the budgeted vacancy rate; and efficiencies not being delivered. In the final quarter of the financial year staff savings started to be realised through a combination of the recruitment freeze and as people exited the organisation

through voluntary redundancy (VR). There have been savings of £110k on PCSO's versus budget as they have continued to leave since the restructuring programme, and we ended the year at 219.0 FTE's.

As a result of the Bear Scotland ruling on holiday pay we have incurred costs of £224k, of which c£124k was paid to Constables and Sergeants in December 2015 and the remainder is an accrual to cover the period January to March 2016.

- 4.3 The overtime for the year was £5,076k, which was an overspend of £1,199k, approximately £649k of the over spend has been offset within income for externally funded projects, mutual aid, special services and recharge of overtime for major crime to other forces; with the main operations being Drosometer, Tiffany and Melic. There has been over spends due to general operational demands, and in custody for both officers and detention officers (due to running below establishment) this has been addressed in the latter half of year by the heads of Custody and EMCJS.
- 4.4 Other employee costs for the year was £2,321k, which was an overspend of £1,552k. This is mainly due to redundancy and pension strain costs of £1,577k for VR and PCSO restructuring programme; an accrual for pension (Habgood) claims £115k; partly offset by savings on training £72k and medical injury reviews.
- 4.5 Premises costs for the year was £6,756k, which was an overspend of £826k. This was largely due non achievement of the efficiency programme and the timing of exiting/moving to new premises; and additional rates incurred for the buildings at RAF Newton of £35k.
- 4.6 Transport costs for the year was £6,284k, which was an overspend of £451k. This was largely due to travel costs, and not achieving the efficiency targets for the fleet review and Artemis. This has been partly offset by savings on fuel where we benefitted from the lower costs per litre than expected.
- 4.7 Comms & computing costs for the year was £7,488k, which was an overspend of £1,561k. Approximately £727k of the over spend has been offset within income for externally funded projects and Agile working. The over spend is driven mainly by system costs from the Home Office of £856k which were assumed to be top sliced from the main government grant; costs for externally funded projects of £227k; and Agile working £897k which is only part funded through Innovation funding.
- 4.8 Clothing, uniform & laundry costs for the year was £374k, which was an underspend of £73k. This was primarily due to the reduced intake of Specials during the year and recycling of uniform, partly offset by a £69k write-off of obsolete stock.
- 4.9 Other supplies & services costs for the year was £3,654k, which was an overspend of £2,740k. Approximately £465k of the over spend has been

offset within income. The over spend was mainly due to the under achievement of the efficiency challenges which includes the £650k procurement savings which was not achieved; increased insurance charges £378k; consultants and professional fees £535k; court fees and witness expenses £76k; subscriptions £71k of which £38k relates to externally funded projects and will be offset by income; Prevent £250k which is part funded through Innovation funding; and partnerships grant for externally funded projects £191k.

- 4.10 Collaboration contributions for the year was £8,926k which was an overspend £2,302k mainly due to the charge for the MFSS of £2,075k which was omitted from the budget; and an additional charge from the region for the EMOpSS central running costs of £158k.
- 4.11 Medical retirement costs for the year was £4,623k, which was an overspend £144k. This reflected the increased number of officers leaving during 2015/16 and an increase to the accrual of c£100k to reflect the number of officers currently under review.
- 4.12 Capital financing for the year was £3,474k which was £1,268k under spent. This was mainly a reduction in the Minimum Revenue Provision (MRP) due to a review of asset lives £969k; slippage in the 2015/16 capital programme has delivered lower interest charges of £299k. This demonstrates the significant impact on revenue budget that variances in capital expenditure can have emphasising the need for greater accuracy in forecasting of project expenditure. Poor forecasting of capital expenditure has the potential to affect treasury management decisions and could result in significant long term treasury management inefficiencies.
- 4.13 Other costs for the year was £8,950k, which was an overspend £3,810k. Approximately £2,272k of this over spend has been offset within income. The over spend was primarily due to the PNC costs from the Home Office £830k which was assumed had been top sliced from the main government grant; partnership costs £2,659k which an element was externally funded and offset by income, and £2,244k contribution to EMOpSS of which £1,936k was offset within income; and forensic analysis £188k due to increased SPOC charges.
- 4.14 Income for the year was £17,524k, which was £5,691k above budget, with approximately £4,599k offsetting costs above. The £1,092k remaining balance was largely due to additional income from recharges of seconded officers £583k; the recharge of a TSU officer to Derbyshire which was backdated to 2014/15 £102k; recharge of a number of buildings such as the Arrow Centre £189k; and prosecutions recovery £162k.

The income that offsets costs above is largely due to recharges to EMOpSS £1,936k offsetting costs in other costs (see 4.13); income from special services and mutual aid £188k which offsets against overtime; externally funded projects £1,317k which offsets costs across numerous lines; and

Innovation funding income £1,158k of which Agile working at £727k and Prevent at £191k were the largest.

4.15 The efficiency programme for 2015/16 was £11,014k and it is anticipated that there would be c£3,500k shortfall by the year end as detailed below, these amounts have contributed to the net over spend previously discussed in this report. It was previously agreed that this shortfall will be met from a contribution from reserves, although given the other overspends and budget omissions £7,229k is requested to be funded by the use of reserves.

For the year ended 31<sup>st</sup> March 2016 the efficiencies achieved was £7,492k which was a shortfall of £3,522k against the target of £11,014k as detailed below:

<b>Efficiencies 2015/16</b>	<b>Under Achieved £'000</b>
EMSCU 5% saving on current spend	650
Hold on staff recruitment	630
Fleet review	409
Police Business Services (PBS) savings	400
EMSCU further income generation savings	350
Non-closure of police stations	208
Recharge of costs to region	200
Artemis	174
Targeted efficiency saving in IS	100
EMOpSS Restructure	100
EMSCU PFI contract savings	60
Energy and utilities	40
Other	201
	<u>3,522</u>

The main elements of the shortfall being:

- £650k on the 5% procurement saving on current spend.
- £630k by holding staff recruitment, which due to a challenging vacancy rate which for the first six months was not achieved, although there was signs in the latter half of the year that the recruitment freeze has really delivering benefits, combined with the people leaving the organisation through the VR programme.
- £409k on the fleet review where savings are being realised through reduction in Vensons fleet, however legal issues within contract determine how many vehicles can be released each year. However we will continue to reduce the fleet over the next two years.
- £400k on Police Business Services (PBS) where the project ceased.
- £350k on income generation opportunities.
- £208k due to non-closure of police stations.
- £174k on Artemis.

## **Capital**

- 4.16 The Final outturn position of the capital programme is a separate report on today's agenda.

### **5. Financial Implications and Budget Provision**

- 5.1 The financial information relating to this item is contained within 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 Please see attached Appendix A.

### **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 March 2016



## Appendix A

# Nottinghamshire Police

## Revenue Budget Monitoring as at March 2016



	2015/16 Approved Budget £'000	2015/16 Provisional Outturn £'000	Variance £'000	Prior Month Projected Year End Variance £'000	Movement £'000
<b>Operations</b>					
City	31,509	35,298	3,789	3,454	335
County	40,748	37,191	(3,557)	(2,035)	(1,522)
CRIM	14,039	12,391	(1,647)	(1,848)	201
Citizens in Policing	301	336	35	13	22
EMOpSS	8,927	9,713	786	358	428
CIC	18,016	17,577	(439)	(201)	(238)
Public Protection	8,270	9,675	1,405	1,436	(31)
	<b>121,810</b>	<b>122,182</b>	<b>372</b>	<b>1,177</b>	<b>(805)</b>
<b>Collaboration - Operational</b>					
EMCJS	8,493	9,366	873	643	230
Forensics	2,374	2,324	(50)	(42)	(8)
CSI	1,298	1,284	(14)	(24)	10
Special Branch	1,202	1,221	19	127	(108)
Major Crime	3,048	2,887	(161)	(85)	(76)
EMSOU CID	3,839	2,020	(1,819)	(1,858)	39
TSU	663	557	(106)	32	(138)
EMSOU SOCU	138	2,970	2,832	3,078	(246)
	<b>21,056</b>	<b>22,630</b>	<b>1,574</b>	<b>1,871</b>	<b>(297)</b>
<b>Corporate Services</b>					
Assets	11,271	10,606	(664)	(525)	(139)
Business & Finance	3,627	3,417	(209)	(178)	(31)
Human Resources	8,214	8,476	262	114	148
Information Services	9,003	9,682	678	858	(180)
Corporate Communications	569	488	(81)	(88)	7
Command	1,283	969	(314)	(300)	(14)
PSD	1,733	1,598	(135)	(140)	5
Procurement	44	555	511	472	39
Central Codes	5,243	8,043	2,800	2,950	(150)
Other	451	3,849	3,398	2,272	1,126
	<b>41,437</b>	<b>47,683</b>	<b>6,245</b>	<b>5,435</b>	<b>810</b>
<b>Collaboration - Corporate Services</b>					
Learning & Development	764	768	4	(30)	34
Procurement	169	172	3	39	(36)
Force Collaboration	147	130	(17)	(38)	21
HR Shared Services	-	4	4	-	4
IS Transformation	160	56	(105)	(83)	(22)
Legal	460	486	25	(43)	68
OHU	472	488	16	18	(2)
	<b>2,173</b>	<b>2,103</b>	<b>(70)</b>	<b>(137)</b>	<b>67</b>
<b>Seconded Officers</b>	-	(551)	(551)	(566)	15
<b>Force Total</b>	<b>186,475</b>	<b>194,046</b>	<b>7,570</b>	<b>7,780</b>	<b>(210)</b>
<b>OPCC</b>	<b>4,725</b>	<b>4,026</b>	<b>(699)</b>	<b>(15)</b>	<b>(684)</b>
<b>Provisional Group Position Total</b>	<b>191,200</b>	<b>198,072</b>	<b>6,872</b>	<b>7,765</b>	<b>(894)</b>

<b>Pay &amp; Allowances</b>					
Police Officer	105,637	104,993	(643)	(784)	141
Staff	39,136	39,907	771	531	240
PCSO	8,854	8,744	(110)	(60)	(50)
	<b>153,626</b>	<b>153,643</b>	<b>17</b>	<b>(313)</b>	<b>330</b>
<b>Overtime</b>					
Police Officer	3,245	4,212	967	810	157
Staff	596	797	201	135	66
PCSO	35	66	31	30	1
	<b>3,877</b>	<b>5,076</b>	<b>1,199</b>	<b>975</b>	<b>224</b>
Other Employee Expenses	769	2,321	1,552	1,250	302
	<b>158,272</b>	<b>161,040</b>	<b>2,769</b>	<b>1,912</b>	<b>857</b>
Premises costs	5,931	6,756	826	510	316
Transport costs	5,833	6,284	451	520	(69)
Comms & computing	5,927	7,488	1,561	1,400	161
Clothing, uniform & laundry	447	374	(73)	(79)	6
Other supplies & services	914	3,654	2,740	3,665	(925)
Collaboration contributions	6,624	8,926	2,302	2,107	195
Medical Retirements	4,479	4,623	144	(8)	152
Capital Financing	4,742	3,474	(1,268)	(969)	(299)
Other	5,140	8,950	3,810	1,272	2,538
	<b>40,037</b>	<b>50,529</b>	<b>10,493</b>	<b>8,418</b>	<b>2,074</b>
<b>Total Expenditure</b>	<b>198,308</b>	<b>211,570</b>	<b>13,261</b>	<b>10,330</b>	<b>2,931</b>
<b>Income</b>	(11,833)	(17,524)	(5,691)	(2,550)	(3,141)
<b>Force Total</b>	<b>186,475</b>	<b>194,046</b>	<b>7,570</b>	<b>7,780</b>	<b>(210)</b>
<b>OPCC</b>	<b>4,725</b>	<b>4,026</b>	<b>(699)</b>	<b>(15)</b>	<b>(684)</b>
<b>Provisional Group Position Total</b>	<b>191,200</b>	<b>198,072</b>	<b>6,872</b>	<b>7,765</b>	<b>(894)</b>



<b>For Comment &amp; Decision</b>	
<b>Public/Non Public*</b>	<b>Public</b>
<b>Report to:</b>	<b>Strategic Resources and Performance Meeting</b>
<b>Date of Meeting:</b>	<b>May 2016</b>
<b>Report of:</b>	<b>Temporary Head of Finance</b>
<b>Report Author:</b>	<b>Pamela Taylor</b>
<b>Agenda Item:</b>	<b>06</b>

## **CAPITAL OUT-TURN AND SLIPPAGE 2015-2016**

### **1. Purpose of the Report**

- 1.1 This report is to inform the Police & Crime Commissioner of the capital out-turn and request approval of budget slippage into 2016-2017

### **2. Recommendations**

- 2.1 The Commissioner is requested to approve
- The capital expenditure of £8.895m. (4.3)
  - The slippage of £6.110m as a formal addition to the 2016-2017 programme.(4.3)

### **3. Reasons for Recommendations**

- 3.1 To provide an update and out-turn on this major area of expenditure as required by Financial Regulations.

### **4. Summary of Key Points**

- 4.1 The figures included here are expected to be the final ones for the year however during the final accounts process they are subject to amendment. They are also an update to the Period 11 forecast report provided.
- 4.2 The expenditure on capital has been closely monitored throughout the year and variations reported on a regular basis both to the Force Executive Group and the Commissioner.
- 4.3 The aim of the force has been to eliminate projects from the programme unless essential for either keeping business as usual or being appropriate to meet the potential future needs of the Strategic Alliance. Hence the net savings on the programme of £5.172m in the year.
- 4.4 There have been no virements in Period 12.

4.5 The summary information for expenditure and financing is summarised in the following table:

Area	Original Budget including slippage £m	Additional funding approved inc virement £m	Saving (-) / over-spend £m	Forecast Period 11	Actual Spend 2015-16 £m	Slippage into 2016-17 £m	Slip-page as a revised budget %
Estates	7.266	1.902	-2.619	3.951	3.597	-2.952	45%
IS	4.770	0.574	-0.737	3.735	2.279	-2.328	51%
Other	8.141	0.077	-4.369	4.645	3.019	-0.830	21%
Slippage risk				-4.000			
<b>Total</b>	<b>20.177</b>	<b>2.553</b>	<b>-7.700</b>	<b>8.331</b>	<b>8.895</b>	<b>-6.110</b>	<b>41%</b>
<b>Financed by</b>							
Capital Grant & Contribution	2.748			2.748	3.267		
Capital Receipts	1.369			1.369	1.369		
Borrowing	16.060			4.214	4.259		
<b>Total</b>	<b>20.177</b>			<b>8.331</b>	<b>8.895</b>		

4.6 The detailed information is included in Appendix 1 to this Report and brief reasons for the slippage are included in Appendix 2. The net slippage of £6.110m is requested as a formal addition to the 2016-2017. Capital Programme. In proposing this slippage budget managers have been asked to consider whether it is wholly essential to complete the original project and savings have been incorporated where possible.

4.7 To keep the borrowing taken, to be in line with the minimum possible a slippage risk has been taken every month to take a pessimistic view of the progress of schemes. The estimate of overall spending was £8.331m including this risk at the end of February. The final expenditure was £8.895m.

4.8 The level of slippage was impacted by an in year review which essentially meant a freeze on starting projects mid-year for about 6 weeks. However the project managers need to be more pro-active in profiling projects realistically to ensure sound financial management, cash flow planning and achieve appropriate levels of borrowing.

## 5. Financial Implications and Budget Provision

5.1 The level of capital expenditure impacts on the revenue account via borrowing costs and MRP.

## **6. Human Resources Implications**

6.1 None as a direct result of this report.

## **7. Equality Implications**

7.1 None as a direct result of this report.

## **8. Risk Management**

8.1 None.

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

9.1 None as a direct result of this report.

## **10. Changes in Legislation or other Legal Considerations**

10.1 None

## **11. Details of outcome of consultation**

11.1 Not applicable

## **12. Appendices**

A Detailed Capital Out-turn  
B Analysis of slippage

## **13. Background Papers**

13.1 Decision records are published on the Police & Crime Commissioner website.



<b>APPENDIX A CAPITAL OUT-TURN 2015-2016</b>	<b>Original Approved Budget £000's</b>	<b>Virements £000's</b>	<b>Additional Funding Approved £000's</b>	<b>Saving/ Overspend £000's</b>	<b>Outturn £000's</b>	<b>Slippage from 2016- 17 £000's</b>	<b>Slippage to 2016-17 £000's</b>
<b>Estates Projects</b>							
Access Control Improvement Works	605				278		-327
Arrow Centre Conversion	82			-33	49		
Biomass Boilers	137			-29	93		-15
Bircotes Information Centre	6			-6			
Bridewell Refurbishment	88						-88
Broxtowe Refurbishment	239	21		-36	224		
Bulwell Refurbishment	150						-150
Bunkered Fuel Tank Works	225						-225
Byron House - Central Relocation	980				980		
Carlton - EMAS Community Station	100						-100
CCTV (Non Custody)	33				20		-13
Custody Improvements	145	34			179		
Demolition of Huts	12			2	14		
DIU/Cyber	420			-120	125	36	-211
Eastwood Police Station Replacement	20			-20			
Energy Initiatives	122	-85		-7	30		
OHU	13			-4	9		
FHQ External Street Lighting room	0 53			-3	50	160	-160
FHQ Kennels	571				2		-569
FHQ Open Plan Offices	10			-4	6		
FHQ Re-surfacing of roads & car parking	279			-97	182		
FHQ Tanking to Property store	50				8		-42
Flat Roofs Replacement	3			-3			
Lift replacement - Mansfield & Radford Road	0					55	-55
Lucerne/Themis	0		1,300		1,130		-170
Mansfield - create open plan space	0		50				-50
Mansfield PS Kitchen Improvements	4			-4			
Mansfield Woodhouse	27			-27			
Meadows/Riverside	25			-25			
Ollerton House demolition	30			-30			
Oxclose Lane Refurbishment	450				13	13	-450
Radford Rd Kitchen & rest room	133	100		-120	108		-5
Radford Road Lifts	0				1	1	
Radford Rd Toilet & Tea point refurbishment	100	-100					
Relocation of Control Room	1,278			-1,278			
Response Hub - Ranby	0		220				-220
Retford Shared Service base	236			-145	86		-5
Rose Cottage	8			-8			
Shared Services	182			-182			
Southern Public Protection Refurbishment	0		320	-290			-30
Sundry minor & emergency works	150			-150			
Watnall Road Response Hub	0		42				-42
West Bridgford 1st floor refurbishment	300				10		-290
	7,266	-30	1,932	-2,619	3,597	265	-3,217

APPENDIX A CAPITAL OUT-TURN 2015-2016	Original		Additional	Saving/		Slippage	Slippage
	Approved Budget £000's	Virements £000's	Funding Approved £000's	Overspend £000's	Outturn £000's	from 2016- 17 £000's	to 2016-17 £000's
<b>I.S. Projects</b>							
Airwave Device Replacement	22						-22
Cloud Networking Migration	0					300	-300
Command & Control Replacement	0						
Continued Ess Hardware Refresh	0						
Crime Recording (CRMS) A & E	23						-23
Criminal Justice	19			-19			
Data Domain Backup System	0			75	183	108	
Desktop Virtualisation	300				127		-173
Efinancials Upgrade	39			-39			
EMRN Services onto PSN bearers	0		34				-34
Enabling Change	400			-400			
Essential Hardware Refresh	400			-400			
Essential Infrastructure Upgrade	0						
Exchange 2010	32				27		-5
ICCS Replacement	0						
Improvements to Digital Investigation Storage	24			250	138		-136
Intrusion - monitor & heal software	0					60	-60
Local Perimeter Security Enhancements	31						-31
Migrate to PSN	98				71		-27
Mobile Data Remote Working	1,659			-204	931		-524
Network Infrastructure Improvements	0						
Regional Agile Working	0		510		212		-298
Regional ANPR	0						
Regional LAN Desk Merger development	255				55		-200
Regional Project Storage (DIR)	167				95		-72
Ring of Steel ANPR Cameras	0						
Sharepoint Portal	0					200	-200
SQL Server 2012	120	-120					
Storage Solutions	104				3		-101
System Centre Operation Manager (SCOM)	0					70	-70
Telephony Project	1,057	150			245		-962
Upgrade Audio Visual Equipment	0				4	51	-47
Upgrade Control Room SICCS							
Workstations	0				181	290	-109
Windows 7	20				7	1	-14
	4,770	30	544	-737	2,279	1,080	-3,408

<b>APPENDIX A CAPITAL OUT-TURN 2015-2016</b>	<b>Original Approved Budget £000's</b>	<b>Virements £000's</b>	<b>Additional Funding Approved £000's</b>	<b>Saving/ Overspend £000's</b>	<b>Outturn £000's</b>	<b>Slippage from 2016- 17 £000's</b>	<b>Slippage to 2016-17 £000's</b>
<b>Other</b>							
Artemis Fleet Management	199				38		-161
Bassetlaw/Broxtowe ANPR provision			25	-25			
Body Worn Video	1,667			-1,667			
Chief Officer Team vehicles							
Digital Interview Recorders	100			23	105		-18
EMOpSS	1,499			-1,499			
Equipment Contingency							
Evidence Storage - A & E	100			-30	15		-55
Firearms Cabinets & Access Storage	100						-100
MAIT	550			-550			
MFSS	1,740			-125	1,615		
Niche	1,542				1,246		-296
Unallocated non driver slot vehicles	100			-100			
Northern Property Store Increased Storage	200						-200
PBS	382			-382			
Virtual Courts	-38		52	-14			
	8,141	0	77	-4,369	3,019	0	-830
<b>Total Programme</b>	<b>20,177</b>	<b>0</b>	<b>2,553</b>	<b>-7,725</b>	<b>8,895</b>	<b>1,345</b>	<b>-7,455</b>
						<b>Net slippage</b>	<b>-6,110</b>

<b>APPENDIX B SLIPPAGE TO 2016-2017</b>	<b>Revised budget £000</b>	<b>Slippage £000</b>	
<b>Estates</b>			
Access Control Improvement Works	605	-327	Contractor delays
Biomass Boilers	108	-15	Retention monies
Bridewell Refurbishment	88	-88	Re-tendering delays
Bulwell Refurbishment	150	-150	Scrutiny decision to delay
Bunkered Fuel Tank Works	225	-225	Awaiting decision on option chosen
Carlton - EMAS Community Station	100	-100	Scrutiny decision to delay
CCTV (Non Custody)	33	-13	Awaiting Archives & Exhibits decision
DIU/Cyber	300	-175	Scrutiny decision to delay
FHQ Kennels	571	-569	Scrutiny decision to delay whilst awaiting planning permission
FHQ Tanking to Property store	50	-42	Delayed due to weather conditions
Lucerne/Themis	1,300	-170	Final completion works
Mansfield - create open plan space	50	-50	Scrutiny decision to delay
Oxclose Lane Refurbishment	450	-437	Delays in acquiring consultants
Radford Rd Kitchen & rest room	113	-5	Retention monies
Radford Road Lifts	0	1	Work started late March
Response Hub - Ranby	220	-220	Planning delays
Retford Shared Service base	91	-5	Outstanding works required
Southern Public Protection Refurbishment	30	-30	Department seeking to reduce cost or eliminate need entirely
Watnall Road Response Hub	42	-42	Various options under consideration, decision caused delays
West Bridgford 1st floor refurbishment	300	-290	Scrutiny decision to delay
	<b>4,826</b>	<b>-2,952</b>	
<b>I&amp;S</b>			
Airwave Device Replacement	22	-22	Capacity issues
Crime Recording (CRMS) A & E	23	-23	Delayed to be compliant with Niche
Data Domain Backup System	75	108	Start date brought forward
Desktop Virtualisation	300	-173	Waiting on data centre network re-design
EMRN Services onto PSN bearers	34	-34	Capacity issues
Exchange 2010	32	-5	Compatibility issues
Improvements to Digital Investigation Storage	274	-136	Delayed due to the refurbishment of the location
Local Perimeter Security Enhancements	31	-31	Work on going, delayed by supplier product issues
Migrate to PSN	98	-27	Final phases of the project
Mobile Data Remote Working	1,455	-524	Work on going, but progress slower than anticipated
Regional Agile Working	510	-298	Dependent on Regional progress
Regional LAN Desk Merger development	255	-200	Delayed due to Strategic Alliance decisions
Regional Project Storage (DIR)	167	-72	Dependent on Regional progress
Storage Solutions	104	-101	Capacity issues
Telephony Project	1,207	-962	Work on going, but progress slower than anticipated
Upgrade Audio Visual Equipment	0	4	Start date brought forward
Upgrade Control Room SICCS Workstations	0	181	Start date brought forward
Windows 7	20	-13	Waiting on installation of Control Room telephony and new switchboard
	<b>4,607</b>	<b>-2,328</b>	
<b>Other</b>			
Artemis Fleet Management	199	-161	Awaiting software updates
Digital Interview Recorders	123	-18	Final sign off awaited
Evidence Storage - A & E	70	-55	Project delayed
Firearms Cabinets & Access Storage	100	-100	Project delayed
Niche	1,542	-296	Final completion works
Northern Property Store Increased Storage	200	-200	Scrutiny decision to delay
	<b>2,234</b>	<b>-830</b>	
<b>Total Programme</b>	<b>11,667</b>	<b>-6,110</b>	

<b>For Comment / Decision</b>	
<b>Public/Non Public</b>	<b>Public</b>
<b>Report to:</b>	<b>Strategic Resources and Performance Meeting</b>
<b>Date of Meeting:</b>	<b>21<sup>st</sup> May 2016</b>
<b>Report of:</b>	<b>Chief Finance Officer</b>
<b>Report Author:</b>	<b>Charlotte Radford</b>
<b>Other Contacts:</b>	<b>Pamela Taylor</b>
<b>Agenda Item:</b>	<b>07</b>

## **TREASURY MANAGEMENT ANNUAL REPORT 2015-16**

### **1. Purpose of the Report**

- 1.1 To inform the Commissioner and stakeholders of treasury management performance against the approved strategy for 2015-16.

### **2. Recommendations**

- 2.1 To accept and approve the report attached at Appendix A.

### **3. Reasons for Recommendations**

- 3.1 This complies with good Financial Management accountability and governance.

### **4. Summary of Key Points**

- 4.1 We are required to provide details on the treasury management activity for the financial year. This is attached at **Appendix A**.
- 4.2 Interest rates continue to remain low and this will continue for some time yet. The consequence of which is that our returns on investments also remain low, although we continue to outperform the market benchmarks.
- 4.3 We borrow to finance the capital programme and currently remain under borrowed. Our advisors assure us that this is a good position to be in and this has a lower impact on our revenue account as a result of this position.
- 4.4 Our treasury management activity is undertaken only with organisations that meet the requirements of the approved strategy and therefore with high counterparty ratings. The security of our assets remains the key factor in making treasury management decisions.

## **5. Financial Implications and Budget Provision**

5.1 None as a direct result of this report.

## **6. Human Resources Implications**

6.1 None as a direct result of this report.

## **7. Equality Implications**

7.1 None as a direct result of this report

## **8. Risk Management**

8.1 None as a direct result of this report

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

9.1 None as a direct result of this report

## **10. Changes in Legislation or other Legal Considerations**

10.1 This report complies with local government prudential code reporting.

## **11. Details of outcome of consultation**

11.1 Not applicable

## **12. Appendices**

12.1 Annual Treasury Management Review 2015-16

# The Nottinghamshire Office of the Police and Crime Commissioner



## Annual Treasury Management

### Review 2015-2016

## 1. Introduction

The Nottinghamshire Office of the Police and Crime Commissioner is required by regulations issued under the Local Government Act 2003 to produce an annual treasury management review of activities and the actual prudential and treasury indicators for the year. This report meets the requirements of both the CIPFA Code of Practice on Treasury Management (the Code) and the CIPFA Prudential Code for Capital Finance in Local Authorities (the Prudential Code).

During 2015-2016 the minimum reporting requirements were that the Commissioner should receive the following reports:

- an Annual Treasury Strategy in advance of the year (February 2015)
- a Mid-year Treasury Update report (November 2015)
- an annual review following the end of the year describing the activity compared to the strategy (this report)

There is a continued requirement for scrutiny within the regulatory framework and this report is an important aspect including adherence to policies and performance against previously set indicators

The Chief Financial Officer to the Commissioner also confirms that it has complied with the requirement under the Code to give prior scrutiny to all of the above treasury management reports prior to the above reports being presented. The Prudential Indicators for the year are attached as addendum to this report.

## 2. The Economy and Interest Rates

Market expectations were delayed considerably for the first increase in Bank Rate, which had been originally predicted to be starting at quarter 3 2015 but is now not expected until quarter 2 2018. This is due global economy concerns particularly regarding China and the Eurozone. The continued decline in oil prices has also impacted.

These concerns have caused sharp market volatility in equity prices, bond prices and bond yields. The Bank Rate has remained unchanged at 0.5% for the seventh successive year. Economic growth (GDP) in 2015-2016 has been disappointing with growth falling steadily from an annual rate of 2.9% in quarter 1 2015 to 2.1% in quarter 4. In addition, a notable trend in the year was that several overseas central banks introduced negative interest rates as a measure to stimulate the creation of credit and hence economic growth.

The UK elected a majority Conservative Government in May 2015, removing one potential concern but introducing another due to the promise of a referendum on the UK remaining part of the EU. The government maintained its tight fiscal policy stance but the more recent downturn in expectations for economic growth has made it more difficult to return the public sector net borrowing to a balanced annual position within the period of this parliament.

The Eurozone Central Bank undertook a substantial quantitative easing programme which put downward pressure on Eurozone bond yields. Resilient consumer demand in the USA fuelled steady economic growth. This led to a cautious increase in the central rate in December 2015.

### 3. Overall Treasury Position as at 31 March 2016

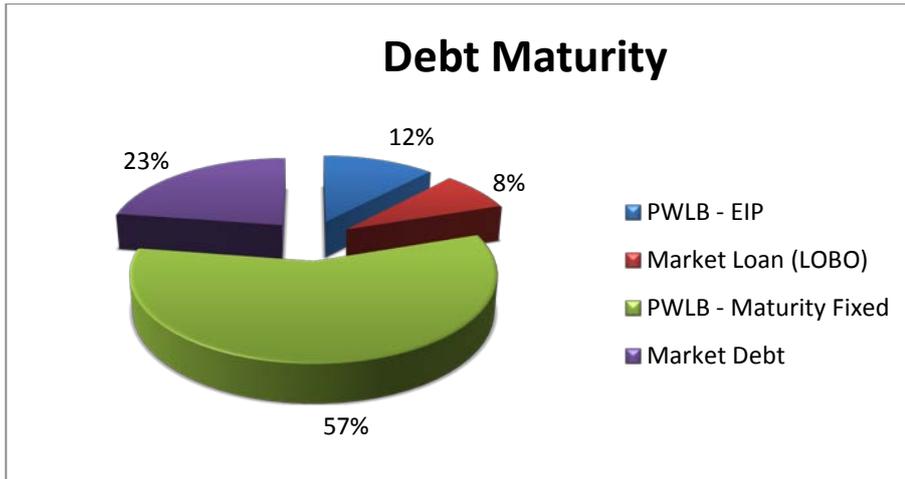
At the beginning and the end of 2015-2016 the Commissioners treasury position was as follows:

	<u>31 March</u> <u>2015</u> £m	<u>31 March</u> <u>2016</u> £m
Total Debt	32.6	44.3
Capital Financing Requirement	52.8	56.2
Over/-Under borrowing	-20.2	-11.9
Total Investments	12.2	9.0
Net Debt	20.4	35.3

### 4. The Strategy for 2015-2016

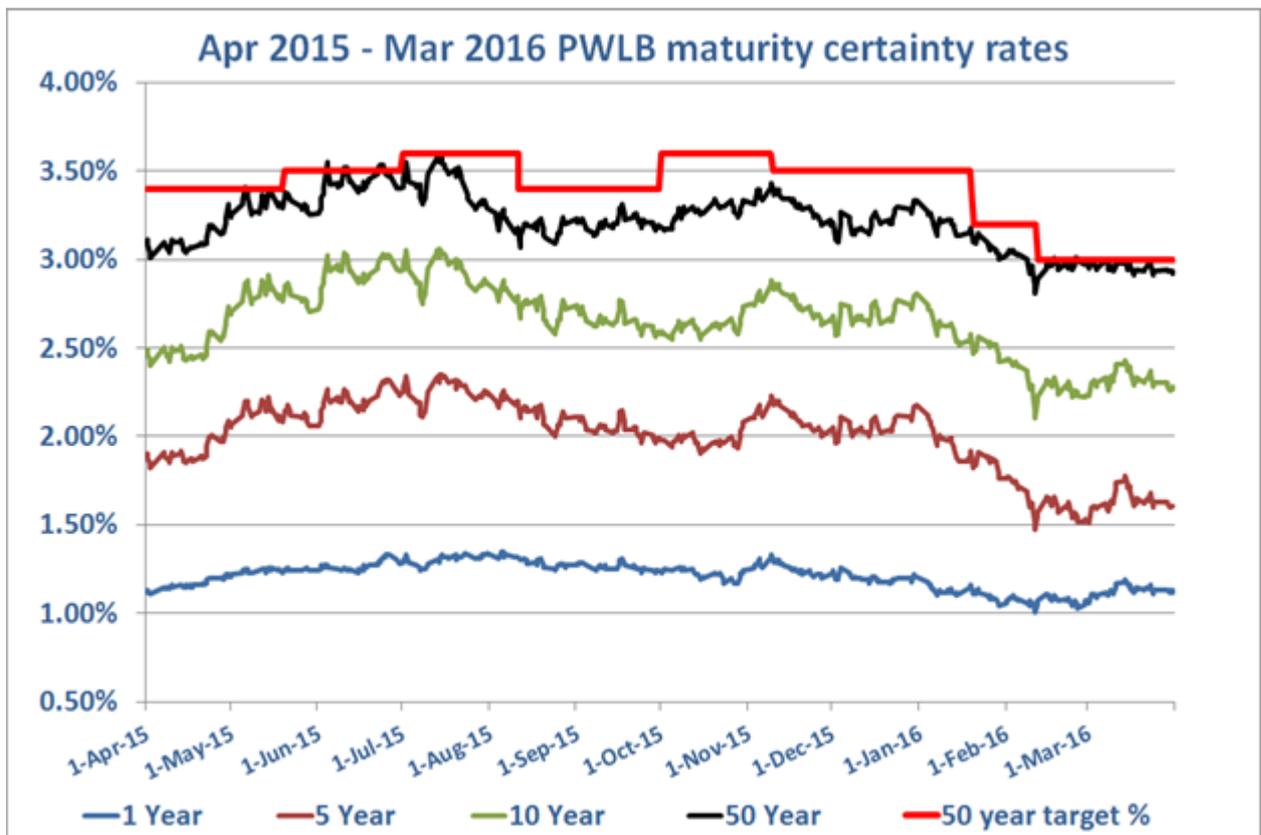
The Commissioner has maintained an under borrowed position; meaning that the capital borrowing need (the Capital Financing Requirement) has not been fully funded through borrowing, but that some had been financed with reserves balances being utilised. This is a pragmatic and cautious approach at a time of high risk coupled with low return on investments. The CFO to the Commissioner has carefully monitored this situation, whereby investments continue to receive relatively low returns compared to borrowing rates. The primary focus for investments continues to be security and liquidity over return. The strategy was to avoid unnecessary borrowing while ensuring that reserves were sufficient to meet the level of under-borrowing. At the same time interest rates on borrowing were carefully monitored to ensure that advantage of relatively low interest rates could be taken if it was apparent that rates were going to increase to historical norms.

The actual movement in gilt yields meant that PWLB rates saw little overall change. There was therefore no reason to take out borrowing above the minimum level needed to fund new capital spend and debt repayment. The borrowing maturity at the end of the year is illustrated in the following pie chart:



## 5. Borrowing Rates in 2015-2016

The graph below shows how PWLB certainty rates have remained at historically very low levels during the year.



## 6. Borrowing Activity for 2015-2016

The Treasury Management Strategy had authorised up to £12.4m borrowing during the year. However, as previously mentioned the level of capital spend was monitored to ensure borrowing was not taken unnecessarily. Capital expenditure indicated substantial slippages and only the following borrowing was undertaken. Capita advised that the most advantageous rates were either for shorter terms or very long terms. To be prudent the required borrowing was split between these extremes and due regard given to other existing maturity dates.

Lender	£m	Month taken	Period	Interest Rate
PWLB	3.0	December	48.5 years	3.2%
Torbay	4.0	January	3 years	1.3%

The budget for interest was £1.632m and savings of £0.299m were possible due to a combination of a reduction in borrowing and the borrowing undertaken being less than the 4% rate budgeted for.

The summary of borrowing activity is as follows:

### Treasury Activity Report 2015-2016 Monitoring Report

	<u>Position @</u> <u>01/04/15</u> £	<u>Loans taken</u> £	<u>Loans repaid</u> £	<u>Position @</u> <u>31/03/16</u> £
<b><u>Long Term Borrowing</u></b>				
PWLB	29,052,617	3,000,000	(1,249,267)	30,803,350
LOBO	3,500,000	0	0	3,500,000
Local Authorities	0	4,000,000	0	4,000,000
<b>Total Long Term Borrowing</b>	<b>32,552,617</b>	<b>7,000,000</b>	<b>(1,249,267)</b>	<b>38,303,350</b>
<b><u>Temporary Borrowing</u></b>				
Local Authorities	7,000,000	22,000,000	(23,000,000)	6,000,000
Banks & Other Institutions	0	0	0	0
<b>Total Temporary Borrowing</b>	<b>7,000,000</b>	<b>22,000,000</b>	<b>(23,000,000)</b>	<b>6,000,000</b>
<b>Total Borrowing</b>	<b>39,552,617</b>	<b>29,000,000</b>	<b>(24,249,267)</b>	<b>44,303,350</b>

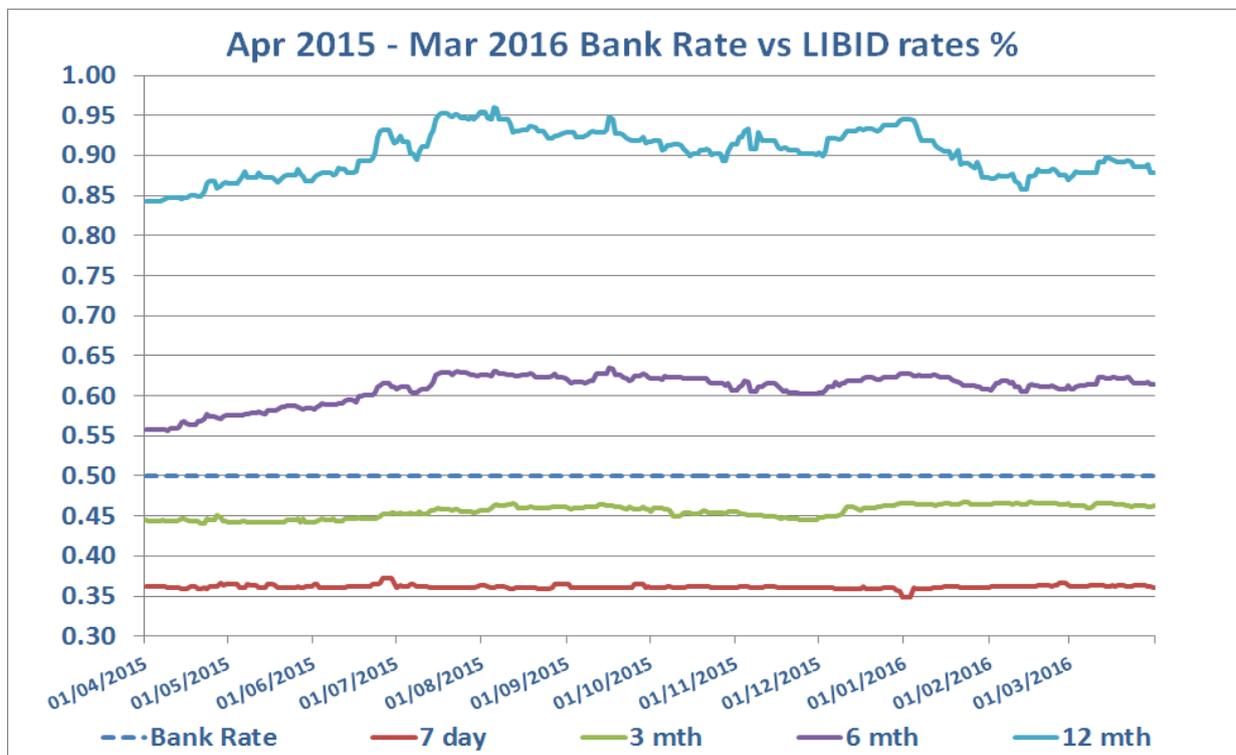
## 7. Minimum Revenue Provision MRP 2015-2016

As reported in the Mid-year strategy review, that although the MRP policy has not been amended the interpretation of how the policy is applied has been changed during the year and applied retrospectively. Although this has resulted in a more affordable MRP repayment in the short term, it is still considered a prudential approach to repaying the debt and one that has been applied by other Public Bodies.

The original budget for MRP was £4.73m and the actual cost was £2.14m providing a revenue saving of £2.59m. £1.59m of this being due to lower capital expenditure in 2014-2015 and £1.0 m due to the revised calculation method.

## 8. Investment Rates in 2015-2016

The Bank Rate remained at its historic low of 0.5% throughout the year, unchanged for seven years. Deposit rates remained depressed during the whole of the year, primarily due to the effects of the Funding for Lending Scheme and due to the continuing weak expectations as to when Bank Rate would start rising. Short – term rates have also been impacted by the banks re-structuring of their portfolios away from shorter debt.



## 9. Investment Outturn for 2014-2015

The Authority's investment policy is governed the annual investment strategy incorporated within the Treasury Management Strategy. This policy sets out the approach for choosing investment counterparties, and is based on credit ratings provided by the three main credit rating agencies supplemented by additional market data (such as rating outlooks, credit default swaps, bank share prices etc.).

The investment activity during the year generally conformed to the approved strategy. There was one occasion when the investment with Barclays exceeded the maximum investment allowed (£5m) by a small amount due an unforeseen credit. There were no liquidity difficulties. The strategy has two levels of maximum investment allowable in Money Market Funds. The general ceiling of £7m and an increased ceiling of £10m, which requires the authority of the CFO to the Commissioner to utilise. During the year there were 40 days which fell into the latter category. The CFO to the Commissioner also authorised 1 day in 2 of the funds when the maximum value reached £11.4m.

The average invested balance was £21.7m and earned 0.92% (£0.199m). This compares favourably to the average 7 day LIBID un compounded rate of 0.36%.

The following table gives information on the investments held at the start and end of the year:

**Treasury Activity Report 2015-2016  
Monitoring Report**

	<u>Position @ 01/04/15</u> £	<u>Investments made</u> £	<u>Investments withdrawn</u> £	<u>Position @ 31/03/16</u> £
<b><u>Temporary Investment</u></b>				
Banks	(7,103,000)	(22,295,000)	27,333,000	(2,065,000)
Building Societies	0			0
Local Authorities	(5,000,000)		5,000,000	0
MMIF	(70,000)	(230,803,000)	223,963,000	(6,910,000)
<b>Total Investment</b>	<b>(12,173,000)</b>	<b>(253,098,000)</b>	<b>256,296,000</b>	<b>(8,975,000)</b>

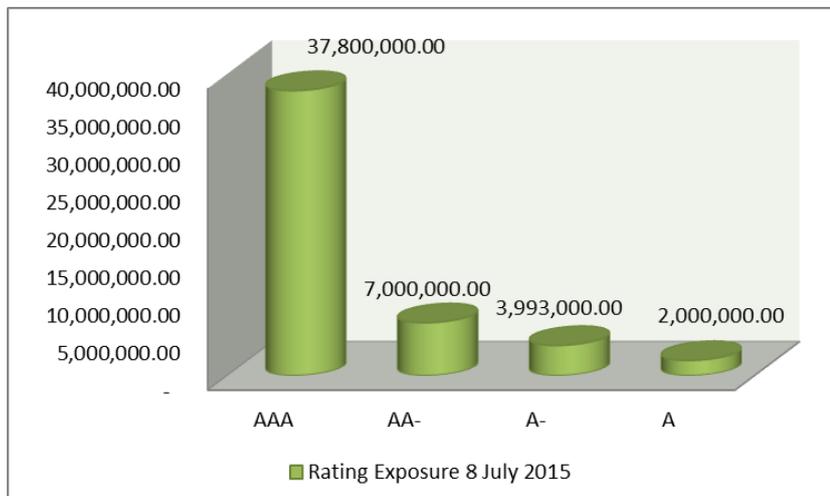
**Investment:**

	<u>Position @ 01/04/15</u> £	<u>Investments made</u> £	<u>Investments withdrawn</u> £	<u>Position @ 31/03/16</u> £
Fixed Term Investment	(10,000,000)	(5,000,000)	15,000,000	0
Variable Term Investment	(2,173,000)	(248,098,000)	241,296,000	(8,975,000)
	<b>(12,173,000)</b>	<b>(253,098,000)</b>	<b>256,296,000</b>	<b>(8,975,000)</b>

Proportion of Fixed Term Investment held 0.00%  
 Proportion of Variable Term Investment held 100.00%

## 9. Security of Investment

The quality of counterparties for investment is governed by the approved Treasury Management Strategy. This is monitored on a daily basis and an important part of this is the credit agency ratings. The maximum investment held during the year was £50.793m held on 08/07/16, when pension top up grant and July main police grant had just been received. The following graph shows the rating exposure on that day.



The majority of investments are made in money market funds which all carry an AAA rating, being the most secure available. The three being used by The Commissioner are as follows and shows how they are ranked for performance (judged by net 1 day yield) out of the 42 available funds. Money market funds operate by spreading risk across a wide variety of counterparties many of which are not available to smaller investors. The impact of any counterparty failure is therefore minimised. It is also important that Commissioner forms a minor part of the fund. At all times the PCC has formed less than 0.1 % of any fund.

	<b>Max. Investment exposure 07/07/15 £m</b>	<b>Ranking out of 45 11/05/16</b>	<b>Interest (Net 1 year yield) 11/05/16 %</b>
<b>Money Market Fund</b>			
Standard Life	11.4	1st	0.49
Federated Investors	11.4	2nd	0.48
Black Rock	10.0	5th	0.45

## **Appendix 1: Prudential and treasury indicators**

The net borrowing and the Capital Financing Requirement (CFR) indicator ensures that borrowing levels are prudent over the medium term and that external borrowing, net of investments, must only be for a capital purpose. This essentially means that the borrowing cannot support revenue expenditure. In order to ensure this the following key indicator of prudence is in place. External borrowing does not (except in the short term) exceed the total of CFR in the preceding year plus the estimates of any increases in CFR in the current and next two financial years

The authorised limit is the “affordable borrowing limit” required by s3 of the Local Government Act 2003. The OPCC may not borrow above this level. The table below demonstrates that gross borrowing has remained within its authorised limit.

The operational boundary is the expected borrowing position during the year. Periods where the actual position is either below or over the boundary is acceptable subject to the authorised limit not being breached.

Actual financing costs as a proportion of net revenue stream - this indicator identifies the trend in the cost of capital (borrowing and other long term obligation costs net of investment income) against the net revenue stream.

**Appendix 2**  
**Prudential Indicator Monitoring 2015-2016**

	2013-14 Authority Approved Indicator	2013-14 Outturn @ 31 Mar 14	2014-15 Authority Approved Indicator	2014-15 Outturn @ 31 Mar 15	2015-16 Authority Approved Indicator	2015-16 Outturn @ 31 Mar 16
<b><u>Section 1 - Indicators Based on Expected Outcomes</u></b>						
<b><u>Affordability:</u></b>						
Ratio of Financing Costs to Net Revenue Stream	1.8%	1.7%	2.0%	1.9%	2.9%	1.7%
Incremental Impact of Capital Investment Decisions	£2.09	-	£2.49	-	£7.08	-
Capital Expenditure	-	£7.554m	-	£9.833m	-	£8.986m
Capital Financing Requirement	£50.934m	£48.998m	£56.503m	£52.780m	£65.001m	£56.207m
<b><u>Section 2 - Indicators Based on Limits</u></b>						
<b><u>Affordability:</u></b>						
Actual External Debt	-	£28.952m	-	£32.553m	-	£44.303m
Authorised Limit for External Debt	£60.000m	-	£70.000m	-	£75.000m	-
Operational Boundary for External Debt	£50.000m	-	£60.000m	-	£65.000m	-
<b><u>Prudence:</u></b>						
Net Borrowing Requirement & CFR	£50.934m	£58.301m	£59.020m	£55.297m	£65.306m	£58.220m



<b>For Information / Consideration</b>	
<b>Public/Non Public*</b>	<b>Public</b>
<b>Report to:</b>	<b>Strategic Resources and Performance Meeting</b>
<b>Date of Meeting:</b>	<b>21<sup>st</sup> June 2016</b>
<b>Report of:</b>	<b>Chief Finance Officer</b>
<b>Report Author:</b>	<b>Charlotte Radford</b>
<b>Other Contacts:</b>	<b>Pamela Taylor</b>
<b>Agenda Item:</b>	<b>08</b>

## **INSURANCE UPDATE REPORT**

### **1. Purpose of the Report**

- 1.1 To provide an update on the renewal terms for the insurance policies for 2016-17.

### **2. Recommendations**

- 2.1 The Commissioner is requested to note the report and the impact on the liability insurance premium.
- 2.2 That the Commissioner requires the force to include this additional budget pressure within the efficiency planning and budget monitoring for 2016-17.

### **3. Reasons for Recommendations**

- 3.1 This complies with good governance and financial management.

### **4. Summary of Key Points**

- 4.1 The attached report details

### **5. Financial Implications and Budget Provision**

- 5.1 Further efficiencies of £0.095m are required by the force for 2016-17 to achieve a balanced budget.

### **6. Human Resources Implications**

- 6.1 None as a direct result of this report.

### **7. Equality Implications**

- 7.1 None as a direct result of this report.

## **8. Risk Management**

- 8.1 At the regular meeting with legal and our insurers challenge was made in relation to specific claims affecting the policy increases this year. In addition to this the late provision of renewal data was also questioned and a request that this information is provided much earlier next for year.
- 8.2 The insurers and brokers have undertaken to discuss claims development at an earlier stage in the future.

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

- 9.1 This report complies with good governance and financial regulations.

## **10. Changes in Legislation or other Legal Considerations**

- 10.1 None

## **11. Details of outcome of consultation**

- 11.1 Not applicable

## **12. Appendices**

- 12.1 Appendix A – Insurance Update May 2016



Nottinghamshire

**POLICE & CRIME COMMISSIONER**

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**INSURANCE UPDATE MAY 2016**

## 1. Introduction

The insurance policies were tendered for in 2015-2016 with a three years long term agreement. This would generally ensure stability however close to renewal the underwriters (QBE) indicated that the liability claims experience had deteriorated significantly and a premium rise would be required. As this was very close to the renewal date, a one month extension at existing rates was negotiated to identify and consider the issues.

## 2. Insurance Premium Tax

This year's renewals will be subject to 9.5% insurance premium tax which was put up from 6% in last year's budget.

## 3. Renewal information

A particular closed claim was identified to have significantly contributed to the liability renewal situation but this will take some time to retrieve from the insurers archives. A further extension was not possible during this process and hence a decision needed to be taken comparing the alternative levels of premium and excess proposed. The premium may be adjusted downwards depending on the outcome of the case being reviewed. These are tabulated below.

<b>Excess £m</b>	<b>Aggregate Stop Loss £m</b>	<b>Premium exc ipt £m</b>	<b>2015-2016 premium exc ipt £m</b>	<b>Cost rise exc ipt £m</b>
0.100	1.350	0.392	0.219	0.173
0.150	1.700	0.292		0.073
0.200	1.900	0.227		0.008

To keep the premiums at a similar value, there involves taking the risk of meeting an additional excess of £0.100m for each claim above the existing excess of £0.100m. On balance having considered the claims history, renewal was agreed at an excess of £0.150.

#### 4. Summary of premiums

	2015 -2016 exc ipt £m	2016-2017 exc ipt £m	Variance £m
Property	0.086	0.087	
Liability	0.219	0.292	
Officials Indemnity	0.018	0.018	
Motor	0.319	0.320	
Minor policies	0.018	0.018	
Claims handling	0.012	0.012	
<b>Total</b>	<b>0.672</b>	<b>0.747</b>	<b>0.075</b>
Plus IPT 6% / 9.5%	0.041	0.069	0.028
<b>Total inc IPT</b>	<b>0.713</b>	<b>0.816</b>	<b>0.103</b>

#### 5. Further Actions

- Receive further information regarding the specific claim impacting adversely on renewal
- Arrange for the insurers to discuss claims development at an earlier stage
- Provide renewal information earlier

Together these actions should ensure a smoother renewal process in future.

#### 6. Insurance Provisions

The payment of the excesses is met from revenue contributions to a provision which is maintained at the level of outstanding reserves and pays for claims above the excess. The contribution is dependent on the assessed level of claims received and the actual claims paid.

	Liability Claims £m	Motor claims £m	Total £m
<b>Outstanding claims 31.3.15</b>	2.119	0.201	<b>2.320</b>
<b>Expenditure in year</b>	-0.758	-0.144	<b>-902</b>
<b>Top up required</b>	0.518	0.327	<b>0.845</b>
<b>Outstanding claims 31.3.16</b>	1.879	0.384	<b>2.263</b>
<b>Budget</b>			<b>0.750</b>
<b>Overspend</b>			<b>0.095</b>



<b>For Information</b>	
<b>Public</b>	<b>Public</b>
<b>Report to:</b>	<b>Strategic Resources and Performance Meeting</b>
<b>Date of Meeting:</b>	<b>21<sup>st</sup> June 2016</b>
<b>Report of:</b>	<b>Chief Constable Chris Eyre</b>
<b>Report Author:</b>	<b>T/PS 3374 Kylie Westlake</b>
<b>E-mail:</b>	
<b>Other Contacts:</b>	
<b>Agenda Item:</b>	<b>09</b>

## **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 with regards to how Nottinghamshire Police and the Chief Constable promotes ethical behaviour and embeds the College of Policing's Code of Ethics.

### **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 OPCC is aware of how ethical behaviour is being embedded within the organisation.

### **4. Summary of Key Points**

- 4.1 The attached report provides updates from The PEEL; Legitimacy 2015 report, an inspection of Nottinghamshire Police published in February 2016. Please see Appendix A.

### **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**

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- 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 risks.

**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 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 21<sup>st</sup> June 2016.

**Appendix 1**



**Chief Constable's Update Report**

Strategic Performance and Resources Board

21<sup>ST</sup> June 2016

Version 1.0

**-NOT PROTECTIVELY MARKED-  
NOTTINGHAMSHIRE POLICE**

**1.0 Introduction**

- 1.1 Since the previous update was provided in September 2015, there has been a significant amount of work undertaken to move the Force forward in terms of crime reduction, prevention and changes to our structures to make the organisation as efficient and effective for the future as possible.
- 1.2 Three forces have agreed to travel as a Strategic Alliance, these forces are Nottinghamshire, Leicestershire and Northamptonshire. Working is taking place to developing one way of working with the appointment of one Assistant Chief Officer (ACO) for each area; Finance; Human Resources and Information Technology. All three ACO's covering the three Forces.
- 1.3 The Force change programme, Delivering the Future (DtF) are progressing the business cases which were developed in Phase 3. These are for each part of the Force to enable change work for the convergence of the Strategic Alliance.
- 1.4 This report has been produced using The Peel: Police legitimacy 2015 document, an inspection of Nottinghamshire Police published in February 2016.
- 1.5 In support of this, the PROUD values continue to underpin all of our daily business as we develop a new landscape for policing in Nottingham and Nottinghamshire (please see Appendix 1 for the definition of the PROUD values). These values are integral to our daily behaviours and everything we do, from frontline policing, to operational planning, to procurement, and throughout every element of our business. They are also closely aligned with the Code of Ethics.
- 1.6 This report gives an update on just some of the work that has been taking place recently and is set out by each of the Police and Crime Commissioners Force's seven strategic priority themes:
1. Protect, support, and respond to victims, witnesses and vulnerable people
  2. Improve the efficiency, accessibility and effectiveness of the Criminal Justice Process
  3. Focus on those priority crime types and local areas that are most affected by crime and anti-social behaviour (ASB)
  4. Reduce the impact of drugs and alcohol on levels of crime and (ASB)
  5. Reduce the threat from organised crime
  6. Prevention, early intervention and reduction in reoffending
  7. Spending your money wisely

**2.0 How well the force develops and maintains ethical culture**

- 2.1 It is critical that the culture inside police forces is an ethical one, where challenge and continual improvement are encouraged and where staff feel that they and

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NOTTINGHAMSHIRE POLICE**

others are treated fairly and consistently. If it is not, the service provided to the public may be equally unfair and inconsistent. HMIC therefore considered the extent to which people at all levels and all ranks (or equivalent) were creating and maintaining an ethical culture.

- 2.2 The chief officer team communicated the need for an ethical culture to the workforce in a number of different ways. The main mechanism was through the force's shared values, commonly known as the 'PROUD' values. This acronym stands for Professional; Respect for all; One team; Utmost integrity, trust and honesty; and Doing it differently, which the force considered to be consistent with the College of Policing's Code of Ethics.<sup>7</sup> This code was launched in April 2014, and sets out nine policing principles that should be applied by all officers and staff.
- 2.3 The force values were developed in 2012, following a series of workshops and consultation events. A good awareness of these values influenced the way officers and staff carried out their roles and they were able to give examples of positive and negative behaviours. A staff survey in 2012 was the last time the views of the whole workforce were sought although there are plans in place to undertake an anonymous survey of staff and officers, developed by Durham University, which will ascertain the views of the workforce, including morale and wellbeing.
- 2.4 The chief constable provided regular updates to officers and staff on the current and future direction of the force and gave people an opportunity to ask him questions. 'Online chats' with the chief officer team provided another opportunity for the workforce to be engaged in what is happening and the force intranet was being updated to improve how it directs readers to updates on the change programme.
- 2.5 The deputy chief constable chaired a 'people board', which discussed ideas and suggestions to improve the working environment. A range of attendees from across the organisation were asked to speak with their colleagues prior to the forum asking for ideas to include in future work plans. Officers and staff we spoke to were positive about how they were involved in changes to the force.
- 2.6 There was a perception among some of those spoken to that access to opportunities such as temporary promotion, or involvement in new projects, was not widely advertised or known about across the organisation. A more transparent and fair selection process for identifying candidates for temporary rank was being implemented.
- 2.7 Some managers were having regular performance meetings with their staff, but this was not consistent across all managers and formal performance development reviews were not always taking place.

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- 2.8 Officers and staff were generally prepared to challenge inappropriate behaviour when it took place. There were several ways to report wrongdoing, including anonymous reporting. People reported they felt confident to challenge colleagues, but said they were less likely to challenge senior officers or staff although they knew there were mechanisms in place to support them should they do so. Officers and staff were encouraged by the chief officer team to challenge inappropriate behaviour or practice wherever they identified it.
- 2.9 The force had developed and maintained an ethical culture and had recognised where more consistency and transparency was required.

**3.0 How well has the Code of Ethics been used to form policy and practice**

- 3.1 In April 2014, the College of Policing launched the Code of Ethics.<sup>8</sup> This sets out nine policing principles that should be applied by all officers and staff: Accountability; Integrity; Openness; Fairness; Leadership; Respect; Honesty; Objectivity; and Selflessness. These principles should be used to underpin the decisions and actions taken by officers and staff.
- 3.2 This inspection considered the extent to which officers and staff were aware of the Code of Ethics, and how the force was working to make the code part of day-to-day practice.
- 3.3 The deputy chief constable was responsible for overseeing all governance and scrutiny arrangements for integrating the Code of Ethics into force practice. This was done through a standards, integrity and ethics board. The force recognised that the Code of Ethics was similar to, but distinct from, the force's PROUD values, mentioned above, and that the code overlaid these values. The force had reviewed the PROUD values to ensure they were consistent with the code. The force had also introduced Code of Ethics champions across the force to promote understanding. It had also emphasised the code within the National Decision Model.
- 3.4 The standards, integrity and ethics board provided an opportunity to discuss ethical dilemmas. Examples of these dilemmas were then used in training scenarios and management meetings and featured on the intranet to encourage wider discussion.
- 3.5 The Code of Ethics has informed policy and practice although officers and staff were less clear about the link between the PROUD values and the code.

**4.0 Priority 1: Protect, support, and respond to victims, witnesses and vulnerable people**

- 4.1 Victim satisfaction and public confidence in local police has improved significantly in recent years. However, the force continues to focus on improving

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understanding victims and witnesses and on our diverse communities in order to help us understand the different and changing needs and expectations of the public that we serve.

- 4.2 In performance terms victim satisfaction has been stable over the last year in the percentage of people who agree that the police and local councils are dealing with Anti-Social Behaviour (ASB) and other crime issues.
- 4.3 A significant amount of work has gone into embedding the Policing Code of Ethics locally in Nottinghamshire Police. The Code sets out the exemplary standards of behaviour for everyone who works in policing. Here in Nottinghamshire we are clear that this is an extension to the detail within the 'Professional' element of the existing PROUD values and is about using these principles every day in every element of our business.
- 4.4 The National Child Abuse Inquiry was announced early in 2015, proposing to review historical abuse nationally. We are determined to ensure transparency here in Nottinghamshire and to fully support the Inquiry. We have joined our two large scale historic abuse enquiries in Nottinghamshire, which are Operation Daybreak and Operation Xeres in to Op Equinox. We are also assisting with the Goddard Inquiry requirements
- 4.5 Nottinghamshire Police is committed to policing the area with the upmost honesty and integrity. Where members of our staff fall short of the expectations required of them, there is a clear accountability process through the Professional Standards Department. Our values are integral to the services we provide and honesty, integrity, and professionalism are the basics of the standards that we expect from our officers and staff in Nottinghamshire Police.

**5.0 Priority 2: Improve the efficiency, accessibility and effectiveness of the Criminal Justice Process**

- 5.1 The Force undertook a considerable amount of communication and awareness of National File Standards as part of the roll out of Transforming Summary Justice. File quality is discussed at Regional Prosecution Team Performance meetings between Police and CPS, continuing our commitment to provision of a quality assured police file. This is still providing positive results as shown below.
- 5.2 The Early Guilty Plea rate recorded in the Crown Court year-to-date to November 2015 was 42.3%, which is an improvement on the same period last year. The rate was also considerably above the national average rate of 33.4%. The Magistrates' Courts Early Guilty Plea rate has considerably improved from 67.4% in the same period last year, to 70.8%. This places Magistrates' Courts Early Guilty Plea rate just below the national average of 71.9%.

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NOTTINGHAMSHIRE POLICE**

5.3 The Ineffective Trial Rate in the Crown Court fell from 17.0% last year to 9.2%. The Effective Trial Rate meanwhile remains stable, at 48.5% year-to-date compared to 48.1% last year-to-date.

**6.0 Priority 3: Focus on those priority crime types and local areas that are most affected by crime and anti-social behaviour (ASB)**

6.1 The Force recorded a year-to-date 9.9% reduction in all crime compared with the same month of last year.

6.2 Overall, Burglary Dwelling continues to show strong performance, Notable decreases in all burglary were on Newark (-11.5%), City North (-19.7%) and City South (-19.7%). Dwelling burglary fell by 23.3% on City Central and 28.6% on City North. The Force also recorded a reduction of 4.9% of ASB incidents in April 2016 compared to April 2015, which equates to 155 fewer incidents. Personal ASB has reduced by 11.2% (59 less incident).

6.3 Performance is also reviewed monthly by all Chief Officers at the Force Executive Board where they are provided with an update on exceptions and the Performance and Insight report, which covers crime performance, workforce performance (sickness etc), and performance against our finances.

6.4 However, there are still challenges to overcome and although achievements have been made to reduce crime over recent years in the Force, particularly when compared to national all crime reductions, there is no complacency amongst our staff and officers and we are determined to continue cutting crime and keeping people safe whilst at the same time, delivering value for money.

**7.0 Priority 4: Reduce the impact of drugs and alcohol on levels of crime and (ASB)**

7.1 The Drug Intervention Programme (DIP) is being utilised in a targeted way and is still available in custody. Local Neighbourhood Policing teams are working with community groups and voluntary services to assist in the support of substance users to turn them away from drug use and crime.

7.2 We are proactively policing drug intelligence and utilising the force drug fund where appropriate. There were 24 less supply and production drug offences recorded year-to-date. There was also a considerable reduction in possession offences since December 2014, showing a downward trend. In the last three months these offences have increased month on month.

7.3 The reported number of Alcohol-Related Crimes has been reported in similar proportions since the last report; the level is less than half that is estimated nationally.

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NOTTINGHAMSHIRE POLICE**

**8.0 Priority 5: Reduce the threat from organised crime**

- 8.1 We have a strong commitment to working in partnership with other agencies around Serious and Organised Crime. A Home Office approved process of a Local Serious and Organised Crime profile is progressing to ensure a good understanding of information held across the Partnership and we now have a joint partnership tasking on the City around our tactics for dealing with Serious and Organised Crime. This is also being progressed on the county with a similar function.
- 8.2 The Force is currently moving in to one BCU and the department will be servicing the Force as a whole. Within this we are embedding work with partnership agencies in to the department; such as Trading Standards and Prostitution task force.
- 8.3 We are spending a lot of time tackling organised crime groups from a proactive aspect, but we are also working towards further prevention work and community protection in partnership with the local council. A lot of work is taking pace with the Student market to educate and build awareness.

**9.0 Priority 6: Prevention, early intervention and reduction in reoffending**

- 9.1 Integrated Offender Management are under current review by The Reducing Reoffending Board with the objective of addressing areas of more serious harm. We continue to utilise voluntary GPS tagging systems which are working well and being well used.
- 9.2 The voluntary tagging pilot plans are progressing and process mapping workshops are currently taking place.
- 9.3 Prevention as a theme has been woven into the operating model being developed for the force as it restructures. Pilot work which has developed over the last 18 months is now being mainstreamed into operational activity, the force moving to a more preventative way of working rather than reactive.
- 9.4 We continue to work with our partnership agencies to engage with the community on a number of levels to offer assistance to all areas of the community, in particular the vulnerable. We are also working with the other communities to signpost them to the correct agency to prevent offending.
- 9.5 Work is continuing around mental health, triage cars are proving a success by ensuring early assessments can be made to direct people to the right care and services at the right time. The Force has also embedded a mental health practitioner within the contact management centre, ensuring an even earlier assessment of calls for service. This work has ensured that no children or adults

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are brought to the police station as a place of safety, instead they are taken to an appropriate healthcare setting.

**10.0 Priority 7: Spending your money wisely**

- 10.1 Nottinghamshire Police's overarching vision is 'To be the best performing Police Force in England and Wales'. To achieve this vision we will continue to ensure that the budget allocated to us is spent wisely and that a balanced budget is delivered at the end of each financial year.
- 10.2 The Strategic Alliance will allow us to make significant savings across all three forces which we will be able to reinvest in to front line policing.
- 10.3 We still have a significant amount of savings to achieve to balance the budget which has led to a number of decisions regarding staffing. A number of PCSO's and Police staff have been made redundant as a result of the review.
- 10.4 Our 'Delivering the Future 3' team are continuing to work with senior leaders within the force to develop more efficient and effective ways of doing things to achieve the savings that are still required and make Nottinghamshire Police as efficient and effective as we possibly can. They are developing the Thematic approach to policing which allows us to work from a common platform within the Force.

Appendix 1

## **PROUD To Serve: Our Values**

PROUD embodies everything we stand for as an organisation.

**P**rofessional

**R**espect for all

**O**ne Team

**U**tmost integrity, trust and honesty

**D**oing it differently



<b>For Information</b>	
<b>Public/Non Public*</b>	<b>Non Public</b>
<b>Report to:</b>	<b>Strategic Resources and Performance Meeting</b>
<b>Date of Meeting:</b>	<b>21<sup>st</sup> June 2016</b>
<b>Report of:</b>	<b>Carl Taylor-Walster</b>
<b>Report Author:</b>	<b>Carl Taylor-Walster/Billy Pruden</b>
<b>E-mail:</b>	<b>carl.taylor-walster@nottinghamshire.pnn.police.uk</b>
<b>Other Contacts:</b>	<b>James Lunn</b>
<b>Agenda Item:</b>	<b>10</b>

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

## Annual Health & Safety Report 2015-2016

### 1. Purpose of the Report

- 1.1 To provide a full year update on health & safety issues and statistics for the period April 2015 to March 2016.

### 2. Recommendations

- 2.1 For Board Members to note

### 3. Reasons for Recommendations

- 3.1 Update report only

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

#### 4.1 Summary of reported injuries

Accident injuries including RTC's	2015/16	2014/15	Increase/Decrease
Police Officers	167	305	-45%
Police Staff	68	92	-26%
Special Constables	4	6	-33%
Cadets	2	0	-
Total	241	403	-40%

Assaults	2015/16	2014/15	Increase/Decrease
Police Officers	172	167	3%
Police Staff	24	27	-11%
Special Constables	2	6	-67%
Total	198	200	-1.5%

RIDDOR reportable (Injuries reported to the Health & Safety Executive)	2015/16	2014/15	Increase/Decrease
Major Injuries	3	6	-50%
Over 7 day injuries	8	14	-43%
Total	11	20	-45%

## 5. Financial Implications and Budget Provision

- 5.1 Accidents, assaults and RTC's all have a financial implication on the force. This can be as a result of absence following injury, backfilling posts, compensation claims, investigation costs and repairing any damage. The Health & Safety Executive estimates that every lost time accident will cost an organisation on average: £2100.

## 6. Human Resources Implications

- 6.1 A reduction in accidents and assaults may lead to a reduction in sickness absence as a result of injuries sustained.
- 6.2 Report will be communicated to HR & key stakeholders across the organisation.

## 7. Equality Implications

- 7.1 Accidents and assaults can cause significant health & well-being issues which may result in our officers and staff developing a disability as defined in the Equality Act 2010.

## **8. Risk Management**

- 8.1 Robust management of risk within the organisation forms part of the Force Health & Safety Management system. Risks are managed at a local level using risk registers and where appropriate risks are escalated to the force risk register for further assessment and management.

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

- 9.1 Health & Safety Audits and inspections along with accident, assault and near miss reports lead to a review of organisational and operational activities, policies and procedures are updated where appropriate.
- 9.2 Spending your money wisely – a reduction in injuries sustained by officers and staff may lead to a reduction in sickness absence and the associated costs.

## **10. Changes in Legislation or other Legal Considerations**

- 10.1 The Force operates in line with current UK Health & Safety legislation. Horizon scanning prepares the force for the introduction of any new legislation which relates to health & Safety.

## **11. Details of outcome of consultation**

- 11.1 This report will be circulated to Trade Unions, Police Federation, Superintendents Association and members of the Force Health & Safety Committee.

## **12. Appendices**

- 12.1 Full year report

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

13. N/A

NB

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





NOTTINGHAMSHIRE  
**POLICE**  
PROUD TO SERVE

# Annual Health & Safety Report

2015 – 2016

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The Force Health & Safety Report is produced annually to inform the Chief Constable and the Chief Officer Team, Nottinghamshire Office of the Police and Crime Commissioner and Divisional/Departmental Senior Management Teams about how Nottinghamshire Police has performed in relation to health & safety during the previous 12 months. Areas of concern are identified and action plans are produced by Divisions and Departments to mitigate injury and ill health. The report contains factual information gathered from the Force Health & Safety reporting and recording system as well as analysis of the statistics by the Force Health & Safety Team.

## 1.0 Introduction

- 1.1 This report covers the financial year from 1<sup>st</sup> April 2015 to 31<sup>st</sup> March 2016. The aim is to provide statistical data and information on what Nottinghamshire Police is doing to protect its Police Officers, Police Staff, Specials, Volunteers, Contractors, service users and members of the general public.
- 1.2 Health & Safety focuses on reducing the risks of injury and ill health that can arise from the wide range of policing and support activities. The Force recognises that good health & safety management supports the delivery of a first class policing service to the people of Nottinghamshire.
- 1.3 Nottinghamshire Police's policy in relation to health & safety is set out in the policy statement, signed by both the Chief Constable and the Police & Crime Commissioner (PCC). The principles set out therein provide the overarching framework for all subsidiary statements at Corporate, Divisional and Departmental level.
- 1.4 A new Health & Safety reporting system was introduced during April 2015. The system was introduced as a result of Multi Force Shared Service (MFSS) and has been developed collaboratively between the Health & Safety Team and the MFSS Team.

## Summary of reported injuries

**Table 1**

Accident injuries including RTC's	2015/16	2014/15	Increase/Decrease
Police Officers	167	305	-45%
Police Staff	68	92	-26%
Special Constables	4	6	-33%
Cadets	2	0	-
Total	241	403	-40%

During this period injuries as a result of Road Traffic Collisions (RTC's), have decreased by 58% (26 down to 11). 10 Police Officers and 1 Police Staff member received injuries. 1 of the injuries were caused by vehicles ramming police vehicles during pursuits, 10 injuries were as a result of collisions with other vehicles, 4 out of the 11 occurred when the police vehicle was responding on blue lights.

**Table 2**

Assaults	2015/16	2014/15	Increase/Decrease
Police Officers	172	167	3%
Police Staff	24	27	-11%
Special Constables	2	6	-67%
Total	198	200	-1.5%

13 out of the 24 assaults to police staff occurred within a custody suite where Detention Officers were injured. 11 were assaults on PCSO's whilst attempting to detain a person.

**Table 3**

RIDDOR reportable (Injuries reported to the Health & Safety Executive)	2015/16	2014/15	Increase/Decrease
Major Injuries	3	6	-50%
Over 7 day injuries	8	14	-43%
Total	11	20	-45%

During the year, the biggest cause of injury through accident and assault was 'resisting arrest', which accounted for 62 injuries compared to 147 the previous year, a decrease of 57%. Second highest cause was 'restraining prisoner' which accounted for 52 injuries compared to 142 the previous year through either accident or assault.

In relation to 'major injuries' and 'over 7 day absences' the biggest causes of injuries were 'restraining prisoner' and 'resisting arrest', which accounted for 5 injuries. 45% of all HSE reportable injuries are down to 'restraining prisoner' and 'resisting arrest'.

## 2.0 Health & Safety Committees

2.1 Health & Safety Committee meetings occur regularly throughout the Force. Each Division & Department holds quarterly meetings chaired by the Chief Superintendent. Regional H & S meetings are held by East Midlands Special Operations Unit (EMSOU), East Midlands Operational Support Service (EMOpSS) and East Midlands Criminal Justice Service (EMCJS) and are attended by the Force H & S Manager or Advisor who represent Nottinghamshire Police in terms of health & safety compliance.

## 3.0 Training

3.1 The Health & Safety Team deliver a half day input to new recruits as part of their initial training which covers dynamic risk assessment and 'red mist' focused on operational policing.

3.2 Ad hoc training is delivered on request covering a range of subjects. External training providers deliver Institute of Occupational Safety & Health accredited courses in Risk Assessment and Managing Health & Safety. They are delivered on request based on demand within each department; work is carried out regionally in order to reduce costs.

## 4.0 Accidents / Injuries

- 4.1 The Force Health & Safety Team analyse all reported accidents in order to help prevent or reduce accidents and injuries and identify any trends. This information is also used to inform local Health & Safety action plans.
- 4.2 There were no fatalities involving Police Officers or Police Staff. There were 3 major injuries reported to the Health & Safety Executive compared to 6 the previous year. All were fractured wrists (2 Police Officers and 1 Police Staff).
- 4.3 Table 4 shows the benchmarking for Nottinghamshire Police Divisions/Departments per 100 officers/ staff from 1 April 2010 to 31 March 2016. This table gives an indication of force wide trends and is the most accurate method of analysing injury statistics; it takes into account changing staff numbers.

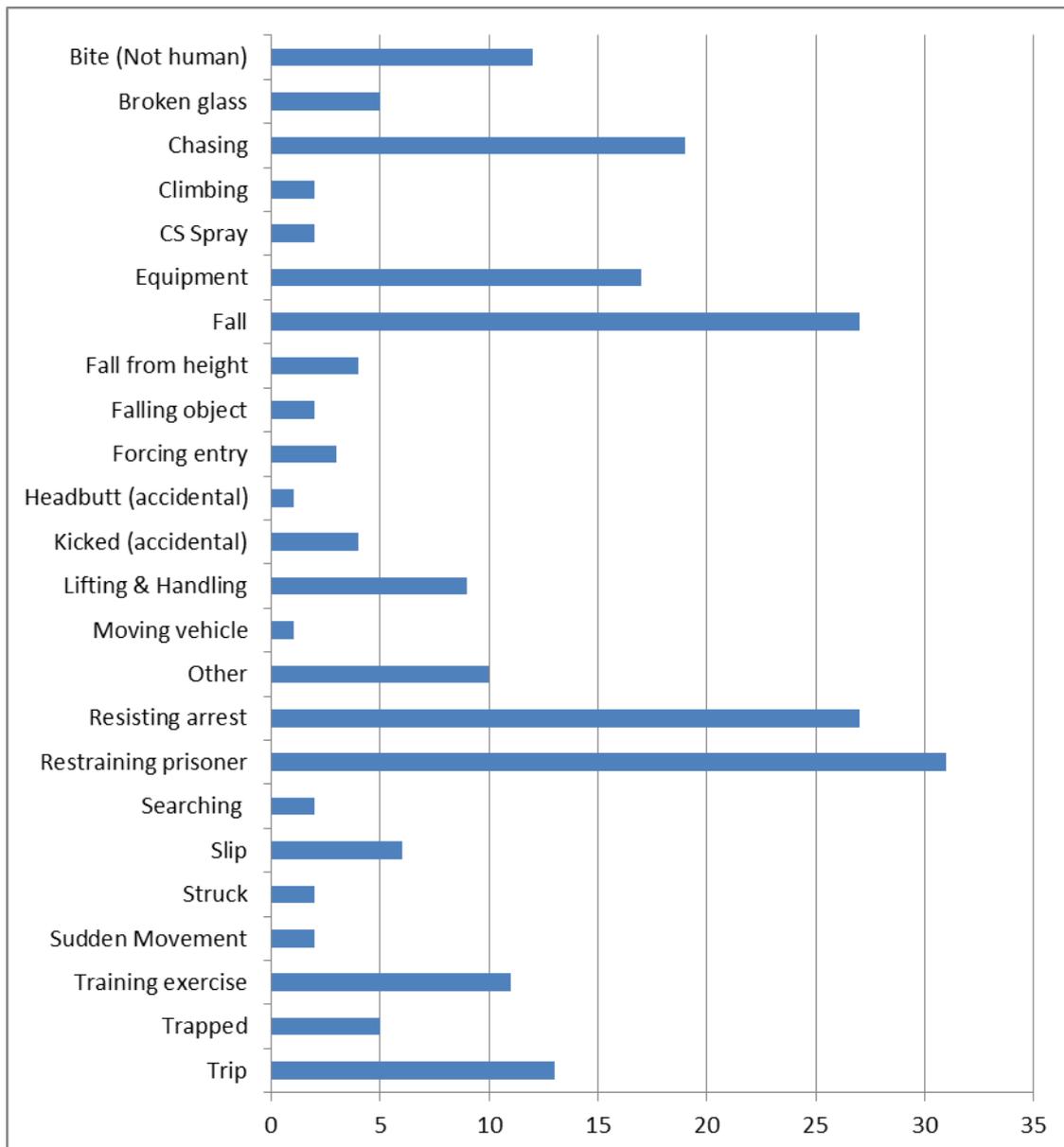
**Table 4**

<b>Force benchmarks per 100 officers/staff</b>	<b>Total 2015-16</b>	<b>Total 2014-15</b>	<b>Total 2013-14</b>	<b>Total 2012-13</b>	<b>Total 2011 - 12</b>	<b>Total 2010-11</b>
<b>Accidents Police Officers</b>	7.53	13.11	13.62	13.21	14.99	13.2
<b>Accidents front-line staff*</b>	8.08	12.57	12.77	9.26	10.23	5.54
<b>Accidents other Police staff</b>	2.87	2.33	5.72	4.48	3.27	5.38
<b>Assaults front-line staff*</b>	5.55	5.39	6.27	3.37	4.68	4.43
<b>Assaults Police Officers</b>	8.25	7.74	6.97	6.26	7.00	8.84
<b>Slips/trips/falls</b>	1.00	1.20	0.99	1.12	1.37	3.20
<b>Training injuries Police Officers</b>	0.38	0.91	1.28	0.93	1.41	1.30
<b>RTC-Polac injuries Police Officers</b>	0.58	1.20	2.03	1.24	1.51	2.00
<b>Major injuries</b>	0.08	0.16	0.10	0.13	0.23	0.33
<b>Over 7 day injuries</b>	0.22	0.37	0.49	0.60	-	-

\* - front line staff are Detention Officers, PCSO's and Front Counter Staff.

- 4.4 The Health & Safety Department analyse this data and use the information to identify exceptions and to inform discussions at divisional health & safety meetings.
- 4.5 Accidents per 100 Police Officers have decreased compared to last year 7.53 versus 13.11, a decrease of 43%. Police Officer assaults have increased by 7%. There were 0.08 major injuries per 100 Officers/Staff compared to 0.16 the previous year, a decrease of 50%.

**Table 5 – Causes of Accidents**



- 4.6 Table 5 (above) shows the causes of accidents. The top 3 causes of accidents for the year were ‘restraining prisoner’, ‘resisting arrest’ and ‘falls’.
- 4.7 50 Police Officers were injured when they were faced with an individual resisting arrest or were restraining a prisoner. 2 PCSO’s received an injury whilst assisting in an arrest. 6 Detention Officers were injured ‘restraining prisoners’.

These injuries can be broken down by Division and Department as follows:

City – 27

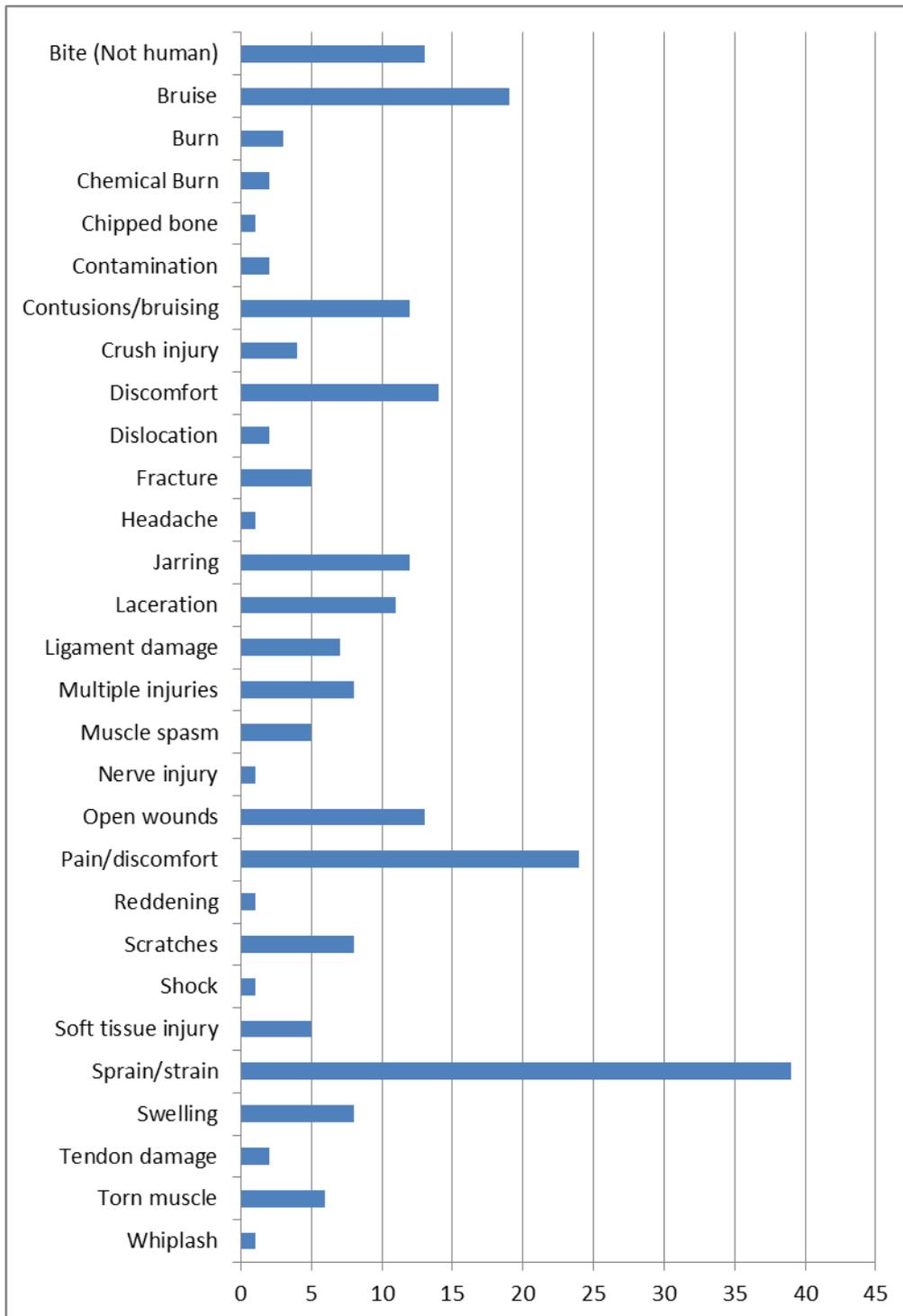
County – 20

EMCJS (Custody) – 7

EMOpSS – 4

4.9 Table 6 shows accident/injury types as reported. The top 3 injury types were sprain/strain, pain/discomfort and bruise.

**Table 6 – Accident/ Injury Types**



## 5.0 Assaults

5.1 There were a total of 198 injuries on duty as a result of an assault, a decrease of 1.5% on the previous year (see Table 2 Page 3). This was made up of the following mix of Police Officers/Special Constables/Police Staff:

- 172 Officers, compared to 167 reported the previous year.
- 24 Front line staff (PCSO's and Detention Officers) compared to 27 reported the previous year.
- 2 Special Constables compared to 6 the previous year.

5.2 Table 7 below identifies the assault frequency rate per 100 officers for the County and City Divisions. It identifies that assaults on officers within the City Division have risen compared to last year, up 25%. The County Division has seen a decrease compared to last year, down 0.6%.

**Table 7 – Assault Frequency Rate per 100 Officers**

	Frequency/ 100 officers (County Division)	Frequency/ 100 officers (City Division)
2015-16	10.45	12.50
2014-15	10.51	9.97
2013-14	11.14	8.55
2012-13	9.54	6.18
2011-12	7.69	9.44
2010-11	12.00	10.21
2009-10	7.01	5.83
2008-07	11.89	6.36
2007-08	9.98	6.23

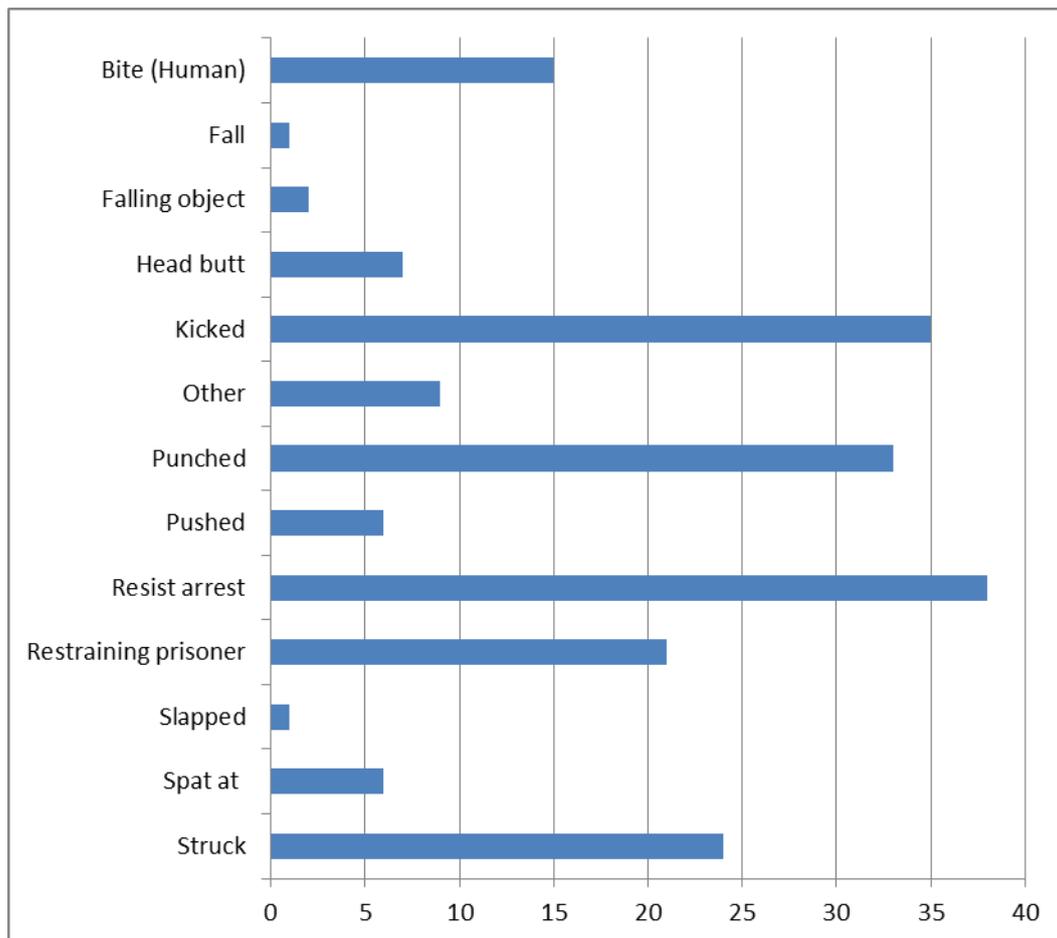
5.3 The average frequency rate per 100 Police Officers over the last 9 years is 10.02 for the County Division and 8.36 for the City Division.

5.4 Table 8 illustrates the assaults broken down by cause.

5.5 In order to reduce assaults the Health & Safety Team:

- Monitor and analyse assaults, compare across the force, region and MSF's.
- Provide information; work with Divisions and Departments to identify issues/themes/hot spots.
- Identify trends, training issues, improvements.
- Provide advice to divisions and departments.

**Table 8 – Assault Cause**



**6.0 Reporting of Injuries, Diseases & Dangerous Occurrence Regulations (RIDDOR)**

- 6.1 RIDDOR requires employers to report to the Health & Safety Executive (HSE) certain workplace related injuries, diseases and dangerous occurrences.
- 6.2 During the year 2015 - 2016, Nottinghamshire Police reported 11 ‘incidents’ to the HSE compared to 20 the previous year a reduction of 45%
- 6.3 2 reports were sent to the HSE for the City Division, both were ‘over 7 day’ injuries relating to injured hands.
- 6.4 6 reports were sent to the HSE for County Division, 3 were ‘major injuries’ and 3 were ‘over 7 day injuries’. The ‘major injuries’ were all fractured wrists.
- 6.5 No enforcement action was taken by HSE in respect of the RIDDOR notifiable injuries.

**7.0 Significant incidents**

- 7.1 During this period there were 2 significant incidents which resulted in a total of 22 officers injured. 18 officers were injured (17 assaults & 1 accident) as a result of disorder that occurred at Twyford Woods in Lincolnshire. None of these injuries were reported to the HSE. The assaults at this event account for approximately 10% of the total assaults for the year.

4 officers were injured (assaulted) as a result of a violent incident in Newark. 3 of these injuries were reported to the HSE, 1 major injury (fractured wrist) and 2 over 7 day injuries.

## **8.0 Near Misses**

- 8.1 A near miss is an unplanned event which had the potential to cause injury but did not. All employees of Nottinghamshire Police are actively encouraged to report near misses. Near misses are reviewed daily to enable swift action to be taken to prevent recurrences and to identify force wide trends.
- 8.2 During the year there were 255 reported near misses compared to 286 the previous year, a decrease of 11%.
- 8.3 Chief Superintendents and the Police Federation actively encourage reporting of near misses on both the City and County Divisions via KYI.  
63 near misses were reported for custody compared to 122 the previous year, 75 for the County Division compared to 90 the previous year and 100 for the City compared to 42 the previous year.
- 8.4 A significant cause of near miss reports for 2015-16 centred on the use (or lack of) Taser provision to response officers. A total of 55 near misses reports relating to Taser provision were made by officers.
- 8.5 Of these, 28 incidents were made regarding the unavailability of Taser or EMOpSS resources being too far away. 16 reports were made whereby officers felt Taser was a better option to deal with a situation and 11 entries whereby officers felt Taser was an appropriate option and requested Taser support via the Force Control Room Inspector. These requests for Taser were declined after consideration, as not fulfilling the criteria for authorisation. This is an increase in reports related to Taser provision with previous years seeing
- 2014-15 - 14 reports
  - 2013-14 - 10 reports
  - 2012-13 - 28 reports
  - 2011-12 - 3 reports
- 8.6 Whilst it's apparent a small number of officers have made more than 1 Taser near miss report and some incidents have had multiple reports made (incidents in Broxtowe and Radford Road), it appears that in general, reports have been made by a widespread of officers across both city and county division.
- 8.7 There is an approximate split of 57% Taser reports associated to City officers with 43% associated to County officers.
- 8.8 Data on 'near misses' is reported to Health & Safety committees throughout the force. When a trend is identified action is taken to resolve the highlighted issue.

## **9.0 Assurance/Compliance**

- 9.1 The Health & Safety Management System has continually been improved over the past 8 years and the Health & Safety Team has overseen the development of a safety management system ensuring compliance with health & safety legislation, this includes:
- Review of the Force Health & Safety policy with improved guidance for managers. All information is now on the intranet.

- An electronic accident and incident recording system (now APEX via Cheshire and MFSS).
- Regular site inspections in conjunction with Facilities.
- In house fire risk assessments of all police owned sites (administered by Facilities).
- Health initiatives e.g. Police Mutual free health checks for officers and staff.

## **10.0 Continuing improvement**

10.1 Accidents, assaults and near misses continue to be monitored across the force in order to identify areas where further work can be undertaken to reduce the number of incidents further.

## **11.0 Actions planned for 2016-2017**

- 11.1 Begin scoping work with Leicestershire and Northamptonshire Health & Safety colleagues in relation to Strategic Alliance, to ensure the best possible service and support is provided to the 3 forces.
- 11.2 Work with key stakeholders from the East Midlands Forces to standardise policy, guidance and risk assessments where possible in relation to regional units such as EMSOU and EMOpSS.
- 11.3 Continue to ensure Nottinghamshire Police fulfil its statutory obligations in respect of Health & Safety and that assurance is provided to the PCC and the Chief Constable that we are compliant.
- 11.4 Review Force guidance and information documents to ensure they are suitable and sufficient and accurately reflect the risk and current legislation in conjunction with Strategic Alliance colleagues from Leicestershire and Northants.
- 11.5 Support the work of the Divisional and Departmental Health & Safety Committee meetings in relation to mitigating risk and assisting with any health & safety investigations.
- 11.6 Audit compliance with the Forces statutory obligations in relation to lifting equipment, control of legionella and activity based risk assessments, throughout the Nottinghamshire Police estate.