STRATEGIC RESOURCES & PERFORMANCE MEETING

Thursday 16 March 2017 at 10.00 am
The Council Chamber, County Hall,
West Bridgford, Nottingham NG2 7QP

Membership
Paddy Tipping – Police and Crime Commissioner
Kevin Dennis – Chief Executive, OPCC
Charlie Radford – Chief Finance Officer, OPCC
Craig Guildford – Chief Constable, Notts Police
Simon Torr – Deputy Chief Constable, Notts Police
Paul Dawkins – Assistant Chief Officer, Finance, Notts Police

A G E N D A

PART A – 10.00am – 11.00am

Nottingham Crime & Drugs Partnership - presentation

BREAK – 11.00am - 11.15am

PART B - 11.15am – 12.30pm

1 Apologies for absence

2 Declarations of Interest

3 Minutes of the previous meeting held on 9 November 2016

4 Chief Constable's Update Report

5 Environmental Management Performance

6 Equality and Diversity and Human Rights performance and monitoring

7 Workforce Planning

8 Performance and Insight Report

9 Financial Performance and Insight Report

10 Update to Police and Crime Delivery Plan (2016-18)

11 Work Programme

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
- 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 for clarification or advice prior to the meeting.

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

MINUTES OF THE MEETING OF THE NOTTINGHAMSHIRE POLICE AND CRIME COMMISSIONER STRATEGIC RESOURCES AND PERFORMANCE MEETING HELD ON TUESDAY 9 NOVEMBER 2016 AT NOTTINGHAMSHIRE COUNTY COUNCIL, WEST BRIDGFORD, NOTTINGHAMSHIRE NG2 7QP COMMENCING AT 2.00PM

MEMBERSHIP
(A – denotes absence)

Paddy Tipping – Police and Crime Commissioner
Kevin Dennis – Chief Executive, OPCC
Charlie Radford – Chief Finance Officer, OPCC
A Paul Dawkins – Assistant Chief Officer, Finance
Sue Fish – T/Chief Constable, Nottinghamshire Police
Simon Torr – Deputy Chief Constable, Nottinghamshire Police

OTHERS PRESENT

Alison Fawley – Democratic Services, Notts County Council
Mark Kimberley – Head of Finance, Nottinghamshire Police
DS Rob Griffin – Nottinghamshire Police
Sallie Blair - Bettertimes

APOLOGIES FOR ABSENCE

Apologies for absence were received from Paul Dawkins.

DECLARATIONS OF INTEREST

None

MINUTES OF THE PREVIOUS MEETING HELD ON 13 SEPTEMBER 2016

Agreed

PUBLIC PROTECTION AND SAFEGUARDING REPORT

DS Rob Griffin introduced the report which provided an update on Force activity with particular focus on rape, sexual offences, sexual assault referral centres (SARC) and the progress made following the National Child Protection HMIC Inspection.

During discussions the following points were raised:

- Following the HMIC report, work was ongoing to implement the recommendations and a peer to peer review had been carried out with Lancashire Force.
- There were resource implications and recruitment exercises were underway. Although numbers would increase in the SARC, there would be reductions in other area of the Force which were in line with restructuring plans.
- Historic abuse investigations were a challenging but an important area of work. It was important to strike the correct balance to achieve positive outcomes with a proportionate use of resources. A robust policy was in place about how support should be delivered. DS Griffin described some of the support services including work with the survivor group and the provision of counselling services.
- The rules around recording rape cases had changed and had led to an increase in the number of cases. In Nottinghamshire no suspect is identified in only 2 percent of cases. The national figure is 5 percent.
- The Domestic Violence policy was being rewritten to ensure it was closely aligned to national policy.
- Online abuse was an area where work continued so that the Force matched national standards. There was scope for work within the tri-force collaboration and also for work on a regional basis.

RESOLVED 2017/001

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

PERFORMANCE AND INSIGHT REPORT

The temporary Chief Constable introduced the report which informed the Police and Crime Commissioner of the key performance headlines for Nottinghamshire Police between 1 April 2016 and 30 September 2016.

RESOLVED 2017/002

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

Q2 CAPITAL MONITORING AND FORECAST REPORT 2016-17

Mark Kimberly introduced the report which provided information on the actual expenditure against the 2016-17 Capital Programme to the end of September 2016. The budgets presented now included slippage approved by the OPCC on 21 June 2016. Information was also provided on the anticipated expenditure for the remainder of the year and an update was given on the progress of schemes.

RESOLVED 2017/003

- That the quarter 2 forecast of £10.928 as detailed in paragraph 4.5 of the report be approved.
- That the virements of £0.093 as detailed in paragraph 4.6 of the report be approved.

- That the proposed slippage of £2.998m in to 2017-18 as detailed in paragraph 4.7 of the report be approved.
- That the net overspend of £0.413m as detailed in paragraph 4.8 be approved pending the investigation in to NICHE.

2016-17 OUT TURN REPORT – QUARTER 2 UPDATE

Mark Kimberly introduced the report which provided an update on the forecast outturn position against the key financial performance headlines for Nottinghamshire Police for the year ending 31 March 2017.

RESOLVED 2017/004

- That the forecast outturn position for each legal entity and the net position for the Group be noted.
- That the forecast position for the financial year ending March 2017 be agreed by the Chief Officer Team.
- That the virements for quarter two as detailed in appendix B to the report be approved.

WORK PROGRAMME

RESOLVED 2017/005

That the report be noted.

The meeting closed at 12.25pm

CHAIR

For Information	
Public	**Public**
Report to:	**Strategic Resources and Performance Meeting**
Date of Meeting:	**16th March 2017**
Report of:	**Chief Constable Craig Guildford**
Report Author:	**Alison Donaldson, Staff Officer**
E-mail:	**alison.donaldson@nottinghamshire.pnn.police.uk**
Other Contacts:	**T/PS Richard Cornell**
Agenda Item:	04

Chief Constable's Update Report

1. Purpose of the Report

1.1 The purpose of this report is to update members of the Strategic Resources and Performance Board of significant events and work that has taken place since the previous update in September 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 significant and notable events since the previous update report in September 2016.

4. Summary of Key Points

4.1 This is a quarterly report, however the January Board was cancelled. Please see Appendix 1.

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5. Financial Implications and Budget Provision

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

6. Human Resources Implications

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

7. Equality Implications

7.1 There are no equality implications arising from this report.

8. Risk Management

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

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 16th March 2017.

Appendix 1

Chief Constable's Update Report

Strategic Resources and Performance Board

16 March 2017

Version 1.0

1.0 Introduction

Since the previous Chief Constable's update report was presented in September 2016 Chief Constable Sue Fish has retired from Nottinghamshire Police and Chief Constable Craig Guildford (formerly Deputy Chief Constable for Gwent Police) has taken up the role with effect from 1st February 2017.

1.1 I would like to take this opportunity to thank Sue and my new Chief Officer colleagues for the warm welcome I have received in Nottinghamshire and I wish Sue all the best for her retirement.

I am looking forward to the opportunity to lead Nottinghamshire Police and I am proud to be Chief Constable for Nottinghamshire. It is important to me that the public, our partners and our officers and staff have confidence in what we are doing now and what we do in the future.

DCC Simon Torr has announced his retirement and is set to leave the Force in May 2017. Simon has made a significant difference to the organisation and will leave a strong legacy. I am currently recruiting a replacement DCC which will ensure continuity and the process will conclude next week.

1.2 I am a big believer in in Neighbourhood Policing and protecting the vulnerable. I want to ensure that we continue to work closely with schools and charities to further ensure a crime prevention approach in the long-term. I am looking forward to continuing to build on the excellent work that has been done with our communities so far and to develop policing together with our partners, the community and our staff.

1.3 My three strategic intentions which exemplify what Nottinghamshire Police should aspire to achieve are:

1) Engaged Communities: The public want the police to be there when we really need them and I want to ensure that we continue to invest in close partnership working to prevent and respond to emerging threats. We have to be good at and understand the big things as well as those quality of life issues. That does not mean that we do everything for everyone, but what it does mean is that we give of our best, work collaboratively and play our part. We listen and we provide honest, timely feedback.

2) A service that works for local people in a way which makes sense to them, which is responsive, open and honest when we get it wrong and prepared to stand on when the need arises. This means that we structure ourselves intelligently and we are prepared to look outside and take evidence from elsewhere which could improve the service we deliver. I want us to be the best we can be and I am acutely aware that the variable police funding arrangements and demographics obviously create different pressures in

different forces. Regardless of this, we give of our best and we focus upon service.

3) An employer of choice: I want to retain good people and attract new talent into the organisation. My intention is to accelerate this in the 2017/18 financial year and I am particularly keen to create internal opportunities for individuals and to ensure that ideas are encouraged from the bottom up. We are on a journey in terms of our levels of representation across the organisation and I very much want to ensure that this aspect of our organisational and operational effectiveness is promoted in a way which sees local jobs for local people and makes us better at both what we do and how we do it. I am also looking at the recent changes with apprenticeships, fairness in acting/temping, promotion opportunities, workforce mix, entry and exit routes and how we bring service deliverers into our review processes.

1.4 Since my arrival I have been impressed with the professionalism and commitment displayed and have shared some examples of this work at the end of this report.

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

2.1 The force continues to focus on improving victim satisfaction and we are working with colleagues at Nottingham Trent University to carry out a bespoke piece of analysis on victim satisfaction and service delivery, exploring what we are doing well and where we can improve, with a focus on keeping victims updated.

2.2 The Safer for Womens' Conference on 21st September attracted a national audience. Since recording began in April 2016 Nottinghamshire Police have taken over 80 reports of misogynistic hate incidents over 30 of which have been

recorded as crimes. Other Forces have followed our lead and a number of women have told us their confidence in the police has increased and this can only have a positive effect on the reporting of other crimes, such as domestic abuse.

2.3 Our reductions in repeat victims are positive. 21.2% of Domestic Abuse victims in January were repeat victims, this is reduction on the baseline monthly average for last year from 34.5%. I note this has been achieved at a time when police officer numbers have been reduced which makes this fact very impressive.

2.4 Modern slavery is a significant criminal industry worldwide. We put safeguarding at the heart of our approach to Modern Slavery and our primary focus has been to raise awareness and galvanise partners, including private industry and the third sector, into providing a coordinated and effective service to victims, and to collectively make Nottinghamshire a hostile environment for traffickers to operate.

Investigations are often complex and challenging with reluctance of victims to engage, mitigating risks to the victims and their families, many of which are overseas or intend to return to their country of origin.

Given the increasing number of incidents and intelligence on Modern Slavery there is a growing momentum to allocate dedicated resources to provide a consistent and high level of service to these complex crimes. Our Investigations & Intelligence Command restructure will include this element; Complex Crime, Modern Slavery and Human Trafficking.

The force was recently praised for its work in tackling modern slavery by the Independent Anti-Slavery Commissioner after two brothers were each sentenced to six years in prison for conspiracy to arrange travel with a view to exploitation and fraud by false representation. Specifically, the investigation team was congratulated for their proactive approach in identifying victims and targeting the suspects of modern slavery and trafficking.

2.5 We have adopted the Herbert Protocol to help save valuable time for officers when attending a missing person report. Families or carers of vulnerable people are encouraged to complete a form on our website, which includes significant details that can be shared with family, friends, and trusted neighbours and handed to the police in case of need to assist with the search for a missing person.

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

3.1 I want to work with partners locally to identify where we can jointly improve performance outcomes collectively across the CJ landscape.

3.2 EMCJS continue to work in partnership with the CJS agencies and Derbyshire constabulary to improve efficiency, accessibility and effectiveness in the Criminal Justice Process. We now have a stable joint agency performance review meeting are well represented on the Regional Criminal Justice Board. We need to be bold and prepared to try a number of different approaches in this area of business.

3.3 In terms of measuring improvement in outcome and efficiency, national figures in relation to the Transforming Summary Justice initiative (improving the efficiency of Magistrates Court work) have recently seen Nottinghamshire climb 10 places in the national league table and we are now exceeding the national average in 5 of 15 measures. In Q3 we lie 32/42 Forces. These metrics are not solely police based and so are not all within our control however it is true to say that since the start of the partnership performance group performance each quarter has improved against the last quarter repeatedly. The improvement journey is on-going but the gap to the top ranking force is closing each quarter. Working on the action plan from the Efficiency and Effectiveness Board, more improvement is expected as we re- focus our emphasis for the coming performance year.

3.4 The Crown Court is undoubtedly a stronger picture with the overall conviction rate for Nottinghamshire being above the national average throughout this performance year and the last. The same pattern can also be seen in the overall guilty plea rate for the Force. Guilty plea at first hearing is an issue and as such are working with the Resident Judge to improve efficiency in this area by implementing a fast track approach which is aimed at increase guilty pleas. Performance in this area in Q3 was poor being 8.7% off the national average however in the previous quarter the gap was only 1.4%. We are also working with CJS partners to perform a number of court observations to understand better performance in this area and make improvement recommendations as a result. I am due to meet the new Recorder of Nottingham shortly having been briefed by the Head of CPS regionally.

3.5 In response to the publication of the national Digital Landscape Review report, and in preparation for interoperability with HMCTS and CPS Common Platform delivery we are extending our focus on our digital capabilities. We have scoped our EMCJS Digital Business Requirements and are sharing them with national and regional IT leads in order to develop a digital environment operational plan. This will be a significant and cross-cutting piece of work that could deliver transformation for victims, witnesses, officers and partners. Anticipated efficiencies will include the ability to collect, store and share material in a true digital format. Interoperability of police and partner systems is crucial in delivering any efficiencies and this is a key priority for the coming year.

3.6 Under the governance of the East Midlands Criminal Justice Board we are working closely with partners to extend our use of Live Links (video-enabled) for

police officers to give evidence at court. This prevents the need for them to physically attend court for that purpose in most cases. HMCTS are leading around the provision of facilities for witnesses and victims to provide evidence over Live Link and we are fully engaged in that programme.

3.7 On 3rd April 2017, the revised Bail Act will become law. It imposes significant constraints on police use of pre-charge Bail and will require cultural transformation from an investigative perspective. Working closely with Force based SPOCs, EMCJS are coordinating the regional response to this piece of legislation and will ensure that perceived risks to the efficiency and effectiveness of our services are identified and managed.

For all Forces this will be a challenge and there will be some inevitable cases where suggested timescales will require some strategic focus due to the risk and increased volume of bureaucracy placed upon our officers and senior managers. We will rise to the challenge and briefings to date have been well received by staff.

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

4.1 The Force recorded a 9.4% increase in All Crime year-to-date compared to the same period the previous year. Although the proactive National Crime Recording Standard (NCRS) audit programme has now finished, the Force has implemented a daily audit process to maintain compliance with NCRS. As a result, the recorded crime volume in December remains at a higher level and this is expected to continue. I have been very clear about this issue as we are recording ethically, checking, and are still below the average increase which is very pleasing.

4.2 Anti-Social Behaviour remains stable with a 4.7% decrease against 2015/16 which equates to a reduction of 1,347 incidents.

4.3 The percentage of people who agree that the police and local councils are dealing with Anti-Social Behaviour (ASB) and other crime issues remains stable. However, there was a marked improvement in performance for the statement ‘The police do a good or excellent job’, compared to the previous year.

4.4 Mansfield and Ashfield Police and both the District Council’s Community Safety departments have officially launched their new hubs at the respective Civic Centres. The hubs will provide a joined up approach to dealing with crime, disorder and safety issues and will see the organisations sharing services and buildings. It is hoped to improve links with communities and to adopt a single process for all hub officers to deal with antisocial behaviour and low level crime. I

hope to be able to complete this rollout in the near future with the PCC's assistance.

4.5 Performance continues to be reviewed on a monthly basis 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, workforce and financial performance.

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

5.1 On 27th January 2017, the Home Office launched the second phase of the Local Alcohol Action Areas (LAAA) programme and Nottinghamshire has been selected to participate. The aim of the programme is to tackle alcohol-related crime and health harms as well as creating a more diverse night-time economy through a problem solving approach. Local agencies, including licensing authorities, health agencies, and the police will work together with businesses to address problems cause by alcohol in the local area.

Nottingham was also part of the first phase of the LAAA in 2014 and benefited from the approach in respect of sharing best practice across the country and developing productive relationships with key national partners.

Success in Nottingham, through a variety of interventions, such as increasing trading standards activity on underage sales of alcohol and the introduction of a triage service for street drinkers, so far has resulted in the city gaining the Purple Flag Award. This status provides the reassurance that people can enjoy a safe night out in the city.

5.2 The reported number of Alcohol-Related Violence has been reported in similar proportions since the last report; this level remains at less than half that is estimated nationally.

5.3 58.1% of all Night-Time Economy Violence offences are alcohol related.

5.4 We are proactively policing drug intelligence and as a result the number of supply offences has increased by 28 year to date.

6.0 Priority 5: Reduce the threat from organised crime

6.1 The current known threat from Organised Crime in Nottinghamshire remains high and each active OCG has a specific management plan aimed at mitigating and/or removing the threat.

6.2 The overarching joint partnership Serious and Organised Crime priorities are;

Drug supply, production and importation
Organised financial and cyber crime
Foreign national organised criminality
Violence and the criminal use of firearms and other weapons
Human trafficking, exploitation and modern slavery

6.3 The Nottinghamshire Serious and Organised Crime Board ensures that there is a Multi-Agency response to organised criminality. This approach is increasingly more relevant in light of the continued emergence of complex crimes requiring a sophisticated, coordinated, multi-agency approach to prevention and problem solving.

6.4 The new Investigations and Intelligence Command has, as part of it, an Organised Crime Department which features a dedicated Organised Crime Task Force.

6.5 Identifying and assessing the threat posed by previously unknown organised criminality remains a significant challenge. This is mitigated by the utilisation of local intelligence collection plans supported by Neighbourhood Policing Teams and Partners aimed at the early identification of any potential new and emerging crime groups that may be impacting upon a local area.

7.0 Priority 6: Prevention, early intervention and reduction in reoffending

7.1 Seven Police Forces, including Nottinghamshire Police have been working with the Ministry of Justice and local criminal justice partners to design and implement the first mandatory GPS tagging pilot. In Nottinghamshire the courts can tag subjects released on bail and offenders given a community or suspended sentence order. The Parole Board can also tag certain offenders on release. Our Integrated Offender Management Teams are providing the field service support. An independent evaluation will consider the behaviour of the tagged subjects, the use of tags by decision makers and how the lessons learnt from the pilot can be applied to the national rollout of GPS tagging, expected in the next two years.

7.2 We continue to work in partnership with Nottinghamshire City Council and other partners in the Priority Families Scheme. Trained PCs and PCSOs engage with the families that meet the criteria including domestic violence, crime, ASB, unemployment, health and those who are at risk of CSE or gang affiliation. Since July 2014 Nottinghamshire Police have worked over 50 families and this early intervention has shown success with a 42% average reduction in offences and incidents per year compared to the situation pre-support. We continue to

progress with phase II of the National Troubled Families Initiative which runs until 2020.

7.3 The Integrated Offender Management (IOM) Team are producing some very good results evidenced by the management information tracking tool following a years' worth of data. Since the focus of IOM has moved to threat, risk and harm, the average entry scores have risen but despite this the exit scores show an extremely positive average of an 80% reduction in risk for those leaving the scheme.

7.4 We have maintained the provision of a Mental Health Nurse in the control room to supplement the work the triage car does in the evening. This has resulted in earlier interventions for service users who often erroneously called the police, but are signposted appropriately with a measured response. Currently, on a typical day we will respond to approximately 24 incidents flagged as being associated with people with mental health issues.

7.5 We have been working on an innovative hate crime perpetrator programme with local authority partners, the National Holocaust Centre and Nottingham Trent University, aimed at challenging the thinking and behaviour of people who have committed, or are at risk of committing a hate crime or hate incident. The programme uses the National Holocaust Centre and exposes delegates to the most extreme example of hate crime in living memory to encourage them to consider the impact of their behaviour and the consequences. Whilst some delegates will have been through the justice system referrals can be made by officers, staff and external partners and some delegates may be at a pre-justice system level of intervention to challenge behaviour at an early state and prevent escalation.

8.0 Priority 7: Spending your money wisely

8.1 Monthly budget monitoring indicates that the force is on target to meet its challenging financial plan and is expected to achieve a small underspend at the 2016/17 financial year end.

8.2 The force is committed to undertaking a Priority Based Budgeting approach that will be effective for the financial year commencing 1st April 2018. This approach will help us to ensure that our limited resources are directed to best meeting statutory requirements and force priorities. It will enable us to identify efficiency savings that can be re-invested in priority areas and where efficiencies are not possible to ensure our services provide value for money. Resources will be tailored to meet demand so that we are in the best possible position to mitigate the risks resulting from vulnerability.

8.3 Building on the recruitment drives at the end of 2016, we have recently run a recruitment process for PCSOs in January and February, which will ensure that the establishment of 200 is maintained. PCSOs are an extremely valuable part of the policing family and we look forward to welcoming a cohort this April.

8.4 There are recruitment plans in place for 2018 with the aim of boosting frontline policing. We have recently welcomed a cohort of 12 student police officers along with 12 transferees and re-joiners and there are also plans to recruit additional Police Investigatory Officers.

8.5 The Force has also recently advertised Special Constable recruitment which closed on the 10th March. The East Midlands Operational Support Service (EMOpSS) have provided an opportunity for seven members of the Special Constabulary to join them. This opportunity allows members of the wider police family to work in a specialist unit providing value for money across the East Midlands region.

8.6 The Force is expanding its Cadet Programme to include six 13 year old cadets. The Cadets, which has previously been run for 16-18 year-olds, take part in various initiatives to improve their confidence and communication skills. This is an excellent way for Nottinghamshire Police to engage positively with young people.

8.7 The Force has been ranked 35th in the Stonewall Top 100 Employer 2017 index. This is the fourth highest rated police force in the country and the Force's LGBT+ support group, the Network, has been named as a Highly Commended Network Group. This is a tremendous achievement and highlights our dedication to providing our workforce with a safe and inclusive environment in which to work.

9.0 Examples of our work

- Pc Sam Flint has been recognised for her work to help prevent young people in care form committing crime in the New Year Honours with a British Empire Medal (BEM). I am delighted that Sam has been honoured for her work. Sam's work ensures that young people in care are rehabilitated in the community, are making amends and that they are diverted from offending.

- Quick-thinking officers saved a man's life after he fell into the River Trent on 18th February. PC James Patterson entered the water with a life ring tied with a rope and rescued the man whilst PCs Easter, Darwood-Brown and Gordon worked together to pull them to safety and after a tense and difficult few minutes of CPR the victim started to show signs of life and was taken to hospital where he has recovered. They demonstrated superb teamwork, ingenuity under pressure and their commitment to protect life.

- Two suspects in a post office robbery in Nottinghamshire were tracked down thanks to the excellent work of PC Robbie, a dog handler covering from Leicestershire and Police Dog Grace. This involved a 90 minute track across fields, through farmland, woodland and ditches. The two men were charged with robbery and a large amount of cash recovered. A team effort from responders and investigators producing a fantastic result.

- Cannabis Dismantling Team Civilian Enforcement Officers Ralph Gibson and Simon Wells were at work travelling along Colwick Loop Road on the afternoon of 31st January when they witnessed a serious car accident with debris penetrating the car and the driver suffering from life-threatening injuries. They applied an improvised tourniquet to the driver for over an hour whilst also dealing with the general chaos at the scene and awaiting emergency services. Medical professionals confirmed that their quick thinking certainly saved the driver's life and their actions reflect the highest standards of professionalism under extremely arduous conditions.

- Operation Duration: In October two serious stranger sexual assaults/ attempted rapes were committed in the City and were linked by investigators. Public Protection commenced an extensive investigation whereby an initial suspect arrested in the locality on description was eliminated. A second, 16 year old suspect was arrested and denied the offences. Following a fingertip POLSA search DNA evidence was obtained and covert policing recorded admissions to both attacks. With mounting evidence a guilty plea was made for two attempted rapes and two sexual assaults at the hearing in January. Despite the guilty plea and juvenile status he was sentenced to 14 years (9 years prison/ 5 years extended probation monitoring) and will remain on the sex offenders register for life.

- Operation Jongleur was an undercover policing operation targeting mid-level drug supply in the St Ann's area and ran between August 2014 and March 2015. The final conspiracy trial concluded in February of this year with another custodial sentence of 9 years. The total tally for this operation is now in excess of 100 years imprisonment.

- Non-stop RTC, Kirkby-in-Ashfield, 19th February: An unidentified driver of an unidentified vehicle purposely mounted the kerb and hit the victim. The vehicle then turned around and drove at him and hit him again. The IP was admitted to intensive care with his injuries. Extensive enquiries identified the offender who has been arrested and charged with Section 18 Wounding with a successful remand application.

Ends

For Information	
Public/Non Public*	**Public**
Report to:	**Strategic Resources and Performance Meeting**
Date of Meeting:	**16th March 2017**
Report of:	**Tim Wendels, Head of Estates & Facilities Management**
Report Author:	**David Heason, Estates Manager**
E-mail:	**david.heason@nottinghamshire.pnn.police.uk**
Other Contacts:	
Agenda Item:	05

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

Environmental Management Performance

1. Purpose of the Report

1.1 To provide an update on the Force's environmental strategy, carbon management plan, waste recycling figures and current environmental initiatives.

2. Recommendations

2.1 To note the Report.

3. Reasons for Recommendations

3.1 To ensure that the OPCC is aware of the Force's current environmental management initiatives and performance.

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

Environmental Management Strategy

4.1 The Force's current Environmental Management Strategy was developed in 2014. The Strategy aims to ensure that environmental management is embedded into our strategic and business planning and to provide high level protection to the environment and should be reviewed every three years.

4.2 The Environmental Assistant post was vacated in May 2015 and due to the recruitment freeze, it wasn't possible to fill this post. Part of the work of the Environmental Assistant was distributed amongst the remaining staff in the Estates and Facilities team on a temporary basis, but following further staff reductions in 2016, this post is no longer part of the establishment. We now rely on staff within Health & Safety and Estates and Facilities Teams to manage environmental matters as part of their wider role. The Environmental Assistant's role also included carbon management, but without this post in the department, the work of developing new projects and initiatives, is being done in a limited way by the remaining team members. Later in the report there is a

list of the achievements, and a list of projects that are being implemented or are in the planning stage.

Carbon Management Plan

4.3 In 2011, the Force developed a Carbon Management Plan which set out a target for a net reduction in its carbon emissions of 30% and the Plan also sets out projects and proposals to meet that target.

4.4 The Plan has been reviewed to cover the period up to the end of financial year 2015/16 and includes all the energy reductions that we have made through projects and new initiatives that have been developed, along with the reducing number of buildings in the Estate.

The table below shows that carbon emissions have reduced by 26% which is progressing towards the target reduction of 30% and with the on-going projects and Estate rationalisation; this is expected to be achieved in 12 months' time.

	2010/11	2015/16	
	Tonnes of Carbon	Tonnes of Carbon	CO2Reduction
Buildings	8,577	6,027	30%
Fuel	2,983	2,548	15%
Total (Carbon)	11,560	8,575	26%

4.5 The following gives a description of the projects that have been carried out by the Estates department to reduce energy consumption.

i We currently have 9 sites where we have installed PV panels, which are generating electricity, these are, Mansfield; Newark; Oxclose Lane; St Anns; West Bridgford; Arrow Centre; Sherwood Lodge; Tom Ball Hall and Riverside. In addition to receiving solar generated electricity, we have received renewable heat incentive (RHI) income from our energy supplier.

ii At Sherwood Lodge, as part of the major refurbishment in 2010 to 2012, we installed double glazing, roof insulation and LED lighting to many parts of the site.

iii At Ollerton Police station in 2014, we installed a biomass boiler, double glazing, loft insulation and LED lighting with automatic controls.

iv At Broxtowe Police station in 2015 we installed double glazing, loft insulation and LED lighting with automatic controls.

v At Sherwood Lodge in 2015 we have built two biomass boiler houses and are now providing renewable heating to 90% of the buildings on the site and in addition we receiving RHI payments.

vi We have continued to replace older lighting with LED lighting whenever we have carried out major improvements to the estate. In particular we have installed LED lighting to our three custody suites, both in the cells and the circulation areas. At Sherwood Lodge, in the main building, part of the first floor and the majority of the 2nd floor have been fitted with LED lighting and automatic lighting controls.

vii In 2016 and 2017 the external lighting at Headquarters has been replaced with new LED external light fittings.

viii At Oxclose Lane the ground floor alterations will be completed in April 2017 and will include new LED lighting to one floor.

ix In 2017/18 we plan to carry out a refurbishment of the middle floor at West Bridgford, which will include new LED light fittings.

x The Estate rationalisation programme has also meant that we have reduced our energy usage and carbon emissions over several years by moving out of buildings, and either not replacing them, which has saved the full amount of energy/carbon, or when buildings have been replaced with smaller buildings we have lowered the energy consumption.

Locations where we have moved to a smaller building:-
Beeston
Bingham
Carlton in Lindrick
East Leake
Harworth
Keyworth
Kimberley
Kirkby
Ruddington
Stapleford
Warsop
Wollaton

Locations where we have closed buildings and not replaced them:-
Bilsthorpe
Blidworth
Calverton
Ravenshead

xi The Estate rationalisation programme will continue to deliver further carbon savings when buildings that have been vacated in the past 12 months enter the next set of figures, such as Central, Retford, Canning Circus, Meadows, Sneinton and Sutton in Ashfield.
There will also be further savings in future years when Eastwood, Carlton, Arnold, Worksop and Hucknall close and we move to smaller buildings, which will deliver more reductions in the Force's energy usage and carbon footprint.

xii We are beginning to develop a project to replace boilers and building management systems that control the heating in our larger buildings. The following list of buildings are included in this project, because they are typically 20-25 years old and have heating systems that are considered inefficient for today's standards and in most cases are near, or at the end of their life. This project is expected to start in our buildings in the spring of 2018 and it is expected that this will further improve our energy conservation.

West Bridgford
Radford Rd
Oxclose Lane
Mansfield
Phoenix House
Arrow Centre
Newark (Building Management replacement only)
Headquarters (Building Management replacement only)

Waste recycling figures

4.6 The Force has a target to recycle 85% of its general waste and the waste company recycles 88% of our waste.

Fuel consumption figures

4.7 The Force continues to reduce its carbon emissions from its vehicles, with better engine efficiency and lower car use, which has contributed to the overall reduction in carbon emissions.

5 Financial Implications and Budget Provision

5.1 The capital programme contains budgets to implement the changes as required by the Estate rationalisation programme and the other schemes that will continue to deliver lower energy consumptions.

5.2 In the past, there was a general energy reduction fund for "spend to save" initiatives, but at the present the energy reduction schemes are either part of larger projects or are funded on a project by project basis through specific requests for capital funds.

6 Human Resources Implications

6.1 None.

7 Equality Implications

7.1 None.

8 Risk Management

8.1 N/A

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

9.1 There is a link to the PCC's Corporate Social Responsibility agenda.

10 Changes in Legislation or other Legal Considerations

10.1 None.

11 Details of outcome of consultation

11.1 None.

12 Appendices

12.1 N/A

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

13. N/A

For Information	
Public	
Report to:	**Strategic Resources and Performance**
Date of Meeting:	**16th March 2017**
Report of:	**James Lunn – Senior HR Manager**
Report Author:	**James Lunn**
E-mail:	**james.lunn@nottinghamshire.pnn.police.uk**
Other Contacts:	**Lynda Kelly – Equality, Diversity & Inclusion Advisor**
Agenda Item:	06

Equality, Diversity and Human Rights Performance and Monitoring

1. Purpose of the Report

1.1 To inform the Strategic Performance & Resources Board of the progress of Nottinghamshire Police in the areas of Equality, Diversity and Human Rights.

2. Recommendations

2.1 That the Police and Crime Commissioner note the progress of Nottinghamshire Police in the areas of Equality, Diversity and Human Rights.

3. Reasons for Recommendations

3.1 To ensure that the Police and Crime Commissioner is kept updated on these issues

4. Summary of Key Points

4.1 **Equality Objectives**

As part of the Police and Crime Commissioner and Chief Constables' commitment to equality and diversity, four key equality objectives have been identified and adopted. The work towards each of these objectives is led by a designated member of the Chief Officer team.

The current leads for these objectives are

Proportionality	ACC Stuart Prior
Engagement	ACC Stuart Prior
Culture	DCC Simon Torr
Representation	ACO Human Resources – Ali Naylor

Progress on these objectives is monitored by the Equality, Diversity and Human Rights strategy board which meets on a quarterly basis and is chaired by the Chief Constable. The Head of Strategy and Assurance attends these meetings on behalf of the Office of the Police and Crime Commissioner.

In addition to leading on Equality and Diversity, each member of the Chief Officer team also undertakes the role of 'Network Champion' for one or more of the Diversity Support Networks within Nottinghamshire police.[1] The introduction of Support Network Champions has been of benefit to all of our diversity support networks, it has helped in promoting and empowering the support network and in building a belief from the top that the issues that they raise are important.

Over the past year significant work has taken place towards these objectives the highlights of which include:

Stop and Search

Continued hard work has been dedicated to improving the use and monitoring of stop and search powers, and in particular to ensure that any issues of apparent disproportionality are tackled robustly.

The work programme, which is managed at Chief Officer level, has consisted of a variety of activities which include; the launch of a new stop and search mobile data application; audit of more thorough and strip searches; improved data collection and monitoring allowing more effective performance management by supervisors; and refresher training for all officers covering legislation, community impact, behaviours and attitudes.

Front-line officers have undergone equality training on unconscious bias provided by an external consultant. Work also continues with EMCHRS L&D to develop train the trainer scenario testing of officers knowledge of stop and search and the recording equipment.

The Force continues to comply with the Best Use of Stop and Search Scheme and the Scrutiny Board meets on a regular basis. We continue to work with the Youth Commission who attends the Scrutiny Board.

Hate Crime

The force introduced Misogyny and Alternative Subculture (ASC) into the force hate crime procedure. As a result the force is seen as leading the way nationally on Misogyny and several other forces are committed to recording Misogyny.

A consolidated action plan for tackling hate crime and improving outcomes has been developed by the Hate Crime Steering Group of the Safer Nottinghamshire Board. Superintendent Ted Antill has been designated as the

[1] Diversity Support Networks – Black Police Association (BPA), Nottinghamshire Encouraging Women to Succeed (NEWS), The Network is Nottinghamshire Police's lesbian, gay, bisexual and trans+ support, the Disability Awareness network is now known as Enable, Gypsy Roma Traveller Police Association (GRTPA) and Christian Police Association (CPA).

primary crime lead for this area and his work is supported by a hate crime manager post that is responsible for the day to day implementation of the action plan. The plan incorporates recommendations from national reports[2], and from an internal audit of hate crime process and performance. In addition Nottinghamshire Police continues to work closely with partner agencies such as Mencap to address disability related hate crime and the LGBT Independent Advisory Group's (IAG) to increase under reporting.

The force Hate crime risk assessment tool was reviewed and developed in partnership with Nottingham Trent University. As a result the force has introduced a new comprehensive risk assessment that provides more detailed analysis of risk and is leading edge in the country. The force is now one of two leading the work to develop a national hate crime risk assessment.

In partnership with the National Holocaust Centre, local authorities, youth justice service and Nottingham universities a programme has been developed to "break the cycle". After trialling this is now being rolled out for referrals across the force and with partners. There is interest in this programme from regional police forces.

We worked with Nottingham city council and members of the trans+ community to facilitate a trans picnic /celebration event. The LGBT+ staff network attended and sponsored part of the Transgender day of remembrance event held at Barker gate Memorial Gardens. In addition to hosting the Nottingham premier of 'Trashing Transphobia' hate crime film and positive action special constable recruitment event.

<u>Mental Health</u>

The continued use of the triage cars has seen a reduction in the use of police powers under section 136 of the Mental Health Act. Partnership efforts to address mental health have also been increased following the introduction of the concordat action plan. Since April 2016 there have been further reductions in the use of cells for section 136 Mental Health Act patients and no children have been detained.

Internally, the Force has signed up to the MIND Blue Light Time to Change Pledge to show a commitment to challenge mental health stigma and promote positive wellbeing within Nottinghamshire Police. The Force has an action plan that goes hand in hand with the Blue Light Pledge.

[2] Reports include the Equality and Human Rights Commission's 'Hidden in Plain Sight', 'Out in the Open' reports into disability related harassment, Stonewall's Homophobic Hate Crime – The Gay Britain Crime Survey 2013 and the Parliamentary Enquiry Transgender Equality report published in 2015.

The disability network Enable has been re-launched and provides awareness and support on physical and mental health and well-being. The Force has produced a managers' guide to understanding and supporting colleagues with Dyslexia and recruited internal mental health champions to be an additional point of contact with a the workplace, raise awareness of mental health and wellbeing and work to challenge the stigma colleagues may face. We have continued to promote MIND mental health workshops and self-help guides to build resilience and awareness.

Positive Action

The Force has continued to work closely with the College of Policing on the BME Progression 2018 programme. The College's BME action and evaluation plans for recruitment and progression form the foundation of Force's positive action plans.

Positive action initiatives were put in place to support the police officer, police community support officer, specials and cadet recruitment and also the Fast-Track Programme. The police officer positive action initiative 'Operation Voice' was led by ACC Prior and encouraged officers and staff to support the recruitment of talented people from a black and minority ethnic background, including our Eastern European and Chinese communities and people from the lesbian, gay, bisexual and trans+ communities who are currently under represented within Nottinghamshire Police.

The positive action included community engagement, recruitment events in community locations, BME and LGBT+ role models, mentoring/buddying, use of social and specialist media. Neighbourhood policing teams were also involved in promoting opportunities to join Nottinghamshire Police. The police officer recruitment attracted 660 applicants with 10% from our BME communities and 3% from our Easter European communities and around 14% from our LGBT+ communities.

The positive action support will continue throughout the recruitment and selection process and the Force will seek feedback on 'Operation Voice' from our diverse communities.

We have introduced a formal coaching programme and continue working to increase the profile of the formal mentoring framework and programme via the Diversity Support Networks. We have reviewed a range of options to support the personal and career development of our under represented officers and staff. This has included confidential discussions with BME and LGBT+ officer and police staff in order to gather information to review the current provision to identify strengths, gaps and areas for development. The aim is to increase the representation of people from groups that are currently under represented in leadership positions via a tailored development programme aimed at enabling officers to pursue their own professional development and assist them to fulfil their career aspirations and potential. In addition to providing a developing potential workshop facilitated by Vanessa Boon Director/Chief Difference Maker for Energize.

EDI Training

Following an internal review of progress against the MacPherson Inquiry recommendations, the delivery of equality, diversity and inclusion training was commissioned. The mandatory training included an e-learning package for all staff on the Equality Act 2010 and two workshops for managers, one exploring the Equalities Act 2010 in more detail, including unconscious bias and how to be an inclusive manager. The second workshop for more senior managers entitled "21st Century Policing for 21st Century Managers" focussed on working with and through communities. Community members actively participated in the above workshops for managers.

Additional equality awareness workshops have been provided, including:

- Unconscious bias for managers involved in promotion selection decisions
- Trans equality & inclusion
- Mental Health and Asperger's awareness (Unison and MIND)
- A 'Lite Bites' event focussing on Gender identity, race & religion and issues for an aging LGBT+ community

In addition to facilitating a joint staff network event - Faith Allies for LGBT+ Equality hosted by the University of Nottingham. The event promoted understanding, awareness and challenge to colleagues to work together across networks. The keynote speakers included Ruth Hunt CEO of Stonewall, Sabah Choudrey Trans activist, Superintendent Matthew MacFarlane chair of the Christian Police Association and the former CC Sue Fish.

Engagement

As part of an on-going programme of public engagement the Corporate Communication department and Positive Action Coordinator organised Nottinghamshire Police and the Office of the Police & Crime Commissioner's successful presence at a number of community events during the year. These included events such as Emergency Services Day, Nottinghamshire Pride, and the Carnival. Colleague's engaged with members of the community and completed hate crime surveys.

Public engagement has also focussed on raising awareness of the Pegasus and Emergency SMS systems to ensure that our services are as accessible as possible. Following the sign up to the British Deaf Association Charter in 2015, Nottinghamshire Police continues work in relation to the action plan. We have launched the Police Link Officers for Deaf People (PLOD) Scheme and provided deaf awareness training to several PLOD officers plus representatives from the prisoner handling teams and front counters. The video launching PLOD was shared with the Nottingham Deaf Centre who also received crime prevention presentations aimed to improve accessibility to advice; in addition to providing a monthly outreach/painting session at the centre.

In addition to the above outward facing activities a number of internal activities related to the Equality Objectives have also taken place. These have included; a series of “EDHR Events” for staff and partners covering topics such as Trans awareness, Mental Health, Gender Agenda 3 and LGBT+ ‘LITE BITES’. A Holocaust Memorial Event was also held at Police Headquarters.

The Force joined the National Menopause Action Group and instigated its own Menopausal Working Group; which undertook a confidential online survey to better understand the support needed for colleagues working through the menopause. The culmination of this work was marked by a regional event during Menopause Awareness month and the development of a menopause Policy and supporting guidance for managers.

The “Diversity in Action” annual staff award recognises staff who have actively contributed towards improving relationships within diverse communities and the continued development of an Equality, Diversity and Inclusion section on the staff intranet which provides advice, information and resources around a range of equality and diversity matters.

Specials

The special constabulary have been aligned to neighbourhoods with a focus on community engagement. A rural crime special constable proactive team has also been implemented.

Cadet Scheme

The cadet scheme positively targets young people, especially those from Black Minority Ethnic and other under-represented sections of the community with the aim of creating greater engagement between the force and young people. Engagement sessions were also held Outburst and WOW (Workshop Out on Wednesday) LGBT+ youth groups to recruit cadets.

The cadets learn about a range of topics including; police history, first aid, conflict management skills and campaigns; including those to reduce road traffic accidents, anti-social behaviour, hates crime and alcohol related crime. As part of the programme, cadet's will volunteer four hours a month to assist the police in attending public events, delivering crime prevention initiatives, conducting crime surveys and general public engagement activities. A cadet training syllabus has been developed to enable cadets to transition to the BA Policing degree course run by the University of Derby. Cadets have actively supported the work of the EDI team at Nottingham pride and the Holocaust Memorial Day events.

4.2 Exploring and Improving BME Policing Experiences

In February 2013 a research project, which analysed relations between Nottinghamshire Police and the county's black and ethnic minority community, was commissioned by the Police and Crime Commissioner as part of his pre-election pledge to give BME communities a bigger voice within policing.

The research, led by Professor Cecile Wright from the University of Nottingham, was aimed at improving the relationship between Nottinghamshire's BME community and the police, particularly around the way various styles of policing are interpreted. The project report, published in July and welcomed by both the Police and Crime Commissioner and the Chief Constable, made a series of recommendations around areas such as recruitment, training and stop and search.

As a result a working group has been set up, which includes representation from the BME community, members of Nottinghamshire Police's Chief Officer Team and the Police and Crime Commissioner. This group will provide a focus to ensure the recommendations are driven forward and progress on these recommendations are reported back to the BME community.

4.3 **Equality and Diversity Information Report 2016**

In line with the Equality Act 2010 (Specific Duties) Regulations 2011, Nottinghamshire Police has published an annual report containing details of the information, gathered and used to inform progress towards meeting the public sector equality duty. The report is available on the Nottinghamshire Police website and is attached at **Appendix 1**.

The report contains performance data and statistical information in three areas; demographic information for Nottinghamshire, performance data in relation to service delivery and information regarding the make-up and culture of Nottinghamshire Police. The information covers the period from 1st April 2015 to the 31st March 2016.

Highlights from the report include

- The reporting of Hate Crimes has improved with 9.2% more crimes recorded and the number of incidents has fallen by 0.8% during 2015/2016. Detection rates for Hate Crime, at 34.8%, remain higher than the average for all other types of crime.

- The force continues to review practices, mobile data solutions and training for stop and search. The number of searches per 1000 population continues to reduce as officers are tasked more effectively.

- Satisfaction rates from victim of crime surveys showed over 84% of all respondents, for all surveys were satisfied, with the service they received. However BME victims showed a lower satisfaction rate when compared with White victims. Male victims had a slightly lower satisfaction rate when compared with female victims.

- Reporting of domestic violence incidents has increased by 3.3% with detection rates continuing to remain higher than the average for all other types of crime.

- Speakers of 84 languages required translators during 2015/16 with Polish, Romanian and Lithuanian remaining the most commonly requested languages. Overall the number of translation requests reduced by just under 13.7% from the previous year.

- The Pegasus system; which is designed to make contacting and communicating with the Police easier for disabled people, now has over 400 members and is in use by both Nottingham Fire and Rescue service and East Midlands Ambulance service.

- 29.70% of our officers are women; which is slightly higher than the national average for the Police Service in England and Wales.

- BME representation amongst Police Officers has reduced slightly to 4.35% which creates a representation gap with the local population of 6.85%. This is slightly better than the representation gap for all Police Services in England and Wales which is 8.8%.

- BME Officer representation remains lowest at the rank of Chief Inspector and Superintendent, although Female Officer representation has improved at Inspector, Chief Inspector and Superintendent ranks. The highest ranking LGBT+ officer is at the rank of Superintendent.

- Those roles classified as “Specialist Posts” by the Home Office showed higher representation for women (33.10%) compared with representation figures for all officers.

- The proportion of the workforce working part time is 14.27%.

4.4 Stonewall Workplace Equality Index (WEI) 2017

Nottinghamshire Police is a Stonewall Diversity Champion and participates in the Stonewall Workplace Equality Index (WEI) each year. The Stonewall WEI is a benchmarking tool which enables us to benchmark our work on LGBT+ equality against best practice.

Nottinghamshire Police have received confirmation that we remain a Stonewall top 100 employer, improving our ranking from 64th to 35th place within the index, making us the 4th highest ranking force within the index.

Activity to improve LGBT+ equality has included the following:

- Promotion and recruitment of LGBT+ allies and reverse mentoring programmes
- Promoting LGBT+ role models within the organisation

- Promotion of our revised bullying and harassment policy which explicitly states a zero tolerance approach to homophobic, transphobic and biphobic bullying & harassment
- Collaborating on a positive action event targeting LGBT+ and BME detectives
- Promoting the rainbow flag and carrying out an LGBT+ hate crime survey at Nottingham Carnival as part of mainstreaming LGBT+ equality
- Coordinating and supporting LGBT+ engagement events
- Coordinating IDAHOT activities internally and working in partnership to promote the International Day Against Homophobia, Transphobia and Biphobia across the city & county including a civic flag raising event.
- Supporting the development of the North Notts LGBT+ IAG
- Greater and more explicit engagement with staff around equality, diversity and inclusion issues in order to raise awareness of LGBT+ communities and the intersections within it

As a result of feedback from Stonewall a number of activities have been identified and will built into equality objective work plans with a view to improving Nottinghamshire Police's standing in the index, which includes:

- Improving equality monitoring data in relation to sexual orientation and gender identity
- Improved mechanisms for engaging with existing and potential suppliers to promote LGBT+ equality.
- Joint working and delivering LGBT+ partnership events

We will also seek to promote Trans inclusion & equality, career development workshops for colleagues who identify as LGBT+ and other underrepresented groups. Other work to foster inclusion will include promoting Black History month and BHM 356, Disability History Month, International Women's Day, LGBT+ History Month and Mental Health Awareness week.

5. Financial Implications and Budget Provision

5.1 Not applicable - update report only

6. Human Resources Implications

6.1 Not applicable - update report only

7. Equality Implications

7.1 Please see the main body of this report, which outlines the action the force is taking against each of the four key equality objectives.

8. Risk Management

8.1 Not applicable - update report only

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

9.1 Not applicable - update report only

10. Changes in Legislation or other Legal Considerations

10.1 Not applicable - update report only

11. Details of outcome of consultation

11.1 Not applicable - update report only

12. Appendices

12.1 Appendix 1 – Equality & Diversity Information 2016

Equality & Diversity Information 2016

NOTTINGHAMSHIRE POLICE
PROUD TO SERVE

POSITIVE ABOUT DISABLED PEOPLE

Stonewall
DIVERSITY CHAMPION

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Introduction

Nottinghamshire Police's vision is to be the best performing police force in England and Wales and we recognise that how we deal with issues of equality, diversity and inclusion underpins our achievement of this vision.

In addition to this, in common with all public authorities, we have an obligation in law to our staff and service users to put these issues at the heart of what we do.

The Equality Act 2010 places a duty on public bodies, such as Nottinghamshire Police, to pay due regard, when carrying out all internal and external functions, to the need to:

- eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Act,
- advance equality of opportunity between people who share a protected characteristic and those who do not,
- foster good relations between people who share a protected characteristic and those who do not

This means that we need to think about how we deliver services to the public, how we use our resources, and how we treat our staff particularly in relation to the following areas (or 'protected characteristics' as they are called in the act)

- Age Disability
- Gender Reassignment
- Pregnancy and Maternity
- Race
- Religion and Belief
- Sex
- Sexual Orientation

Equality Objectives

To help us meet the public sector duty, and as part of our legal obligations under the Equality Act 2010 (Specific Duties) Regulations 2011, in April 2012 we identified and published four equality objectives.

Equality Objective 1 – Proportionality

We will ensure that across all areas of operational performance that; policing powers are used proportionately; our services are accessible to all, and crimes that disproportionately affect and impact on particular protected groups are dealt with proactively.

Equality Objective 2 – Engagement

We will regularly and meaningfully engage with our local and diverse communities to ensure that what we do focuses on their needs and reflects their concerns and experiences

Equality Objective 3 – Culture

We will be recognised both locally and nationally as an organisation people choose to work for because of its reputation for treating people fairly, respectfully and without discrimination.

Equality Objective 4 – Representation

We will increase the extent that our workforce is representative of the communities of Nottinghamshire and ensure that all staff have the opportunity to progress and develop so that this representation is reflected at all levels within our organisation

Each of these objectives has a plan of work activities and projects designed to progress our achievement of the objectives, and each of these plans is owned and led by a member of our Chief Officer team

For a copy of our equality objectives please visit our website.

Equality Information

So that we know whether we are succeeding in our objectives and our duty, we need to gather and use information about people and equality. We do this in a number of ways:

- Asking people about their age, gender, sexual orientation, ethnicity etc... when they call us or when we interact with them
- Talking to different groups of people inside and outside the police about their needs and the needs of their communities
- Listening to what people tell us
- Thinking about how the way we do things might affect different people and different communities in different ways
- Reading local and national reports and surveys and using the information we get to improve our services.

The information we get helps inform our decision making and helps us measure our performance against our legal duties and our strategic priorities.

As part of our legal obligations under the Equality Act 2010 (Specific Duties) Regulations 2011 we are required to publish the information we gather and use to inform our work towards meeting the public sector equality duty.

Summary

The People of Nottinghamshire

- The 2011 census data shows the population of the Nottinghamshire area as 1,091,482 of which 11.2% are from Black & Minority Ethnic (BME[1]) census category. The City area has a significantly higher BME population at 28.5%.

- The largest ethnic group in the city after White: British is Asian\Asian British: Pakistani at 5.5% followed by White: Other White at 5.1%. In the county the largest group after White: British is White :Other White at 2.3%

- After Christian (56.5%) the largest religious group in the Nottinghamshire area was Muslim with 33,882 people or 3.1% of the population. 30.9% of the population identified as having no religion.

Our Service Delivery

- The reporting of Hate Crimes has improved with 9.2% more crimes recorded and the number of incidents has fallen by 0.8% during 2015/2016. Detection rates for Hate Crime, at 34.8%, remain higher than the average for all other types of crime.

- The force continues to review practices, mobile data solutions and training for stop and search. The number of searches per 1000 population continues to reduce as officers are tasked more effectively.

- Satisfaction rates from victim of crime surveys showed over 84% of all respondents, for all surveys were satisfied, with the service they received. However BME victims showed a lower satisfaction rate when compared with White victims. Male victims had a slightly lower satisfaction rate when compared with female victims.

- Reporting of domestic violence incidents has increased by 3.3% with detection rates continuing to remain higher than the average for all other types of crime.

- Speakers of 84 languages required translators during 2015/16 with Polish, Romanian and Lithuanian remaining the most commonly requested languages. Overall the number of translation requests reduced by just under 13.7% from the previous year.

- The Pegasus system; which is designed to make contacting and communicating with the Police easier for disabled people, now has over 400 members and is in use by both Nottingham Fire and Rescue service and East Midlands Ambulance service.

[1] Black and Minority Ethnic includes the 5+1 classifications Multiple Heritage, Black, Asian, Chinese and Other.

Our People and Culture

- At the end of March 2016 Nottinghamshire Police employed 2020 Police Officers, 222 Police Community Support Officers, 1233 Police staff, and 287 Special Constables.

- 29.70% of our officers are women; which is slightly higher than the national average for the Police Service in England and Wales.

- BME representation amongst Police Officers has reduced slightly to 4.35% which creates a representation gap with the local population of 6.85%. This is slightly better than the representation gap for all Police Services in England and Wales which is 8.8%.

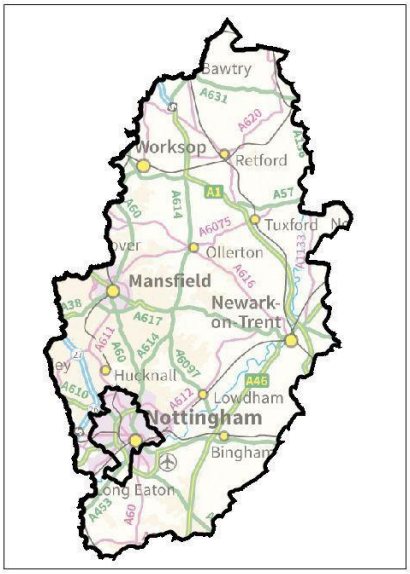
- BME Officer representation remains lowest at the rank of Chief Inspector and Superintendent, although Female Officer representation has improved at Inspector, Chief Inspector and Superintendent ranks.

- Those roles classified as “Specialist Posts” by the Home Office showed higher representation for women (33.10%) compared with representation figures for all officers.

- The proportion of the workforce working part time is 14.27%.

The People of Nottinghamshire

To understand how the work we do might affect the different people we serve we need to know the makeup of the communities we work within. The following tables provide information under a number of the protected characteristics from the Equality Act 2010.



In the majority of cases the information given below has been taken from the Office of National Statistics 2011 census data, however where certain information was not available alternative sources have been used. These are identified beside individual tables.

In most cases below, a breakdown has been given for the Nottingham City Council area (Nottingham UA), Nottinghamshire County Council area (Nottinghamshire) and the combined areas which form the area policed by Nottinghamshire Police.

Total population figures

The following table shows the overall population figures from the 2011 census.

	2011 population
Nottingham UA	305,680
Nottinghamshire	785,802
Nottinghamshire Police Area	1,091,482

Source ONS Census 2011

Protected Characteristic - Age

The following table shows the population by age groups

	Nottingham UA		Nottinghamshire		Nottinghamshire Police Area	
	Volume	**%**	**Volume**	**%**	**Volume**	**%**
0-15	55,576	18.2%	142,322	18.1%	197,898	18.1%
16-24	66,497	21.8%	82,850	10.5%	149,347	13.7%
25-44	87,751	28.7%	199,164	25.3%	286,915	26.3%
45-64	60,304	19.7%	219,019	27.9%	279,323	25.6%
65-74	17,520	5.7%	77,221	9.8%	94,741	8.7%
75+	18,032	5.9%	65,226	8.3%	83,258	7.6%

Source ONS Census 2011

Protected Characteristic – Disability

The table below shows the number and proportion of people of working age who have self reported that they have disability in the Annual Population Survey (APS). (2011-12 Oct)

	Nottingham UA	Nottinghamshire	Nottinghamshire Police Area
Volume	56,551	179,949	236,500
%	18.5%	22.9%	21.7%

Source: Annual Population Survey (APS). (2011-12 Oct)

Protected Characteristic - Gender Reassignment

There is no definitive figure for the number of people in the UK experiencing some form of gender variance or for those who may, at some stage, undergo transition. However research carried out by the Gender Identity Research and Education Society (GIRES) in 2009[2], which was updated in 2011, states: "that organisations should assume that 1% of their staff and service users may be experiencing some degree of gender variance. At some stage about 0.2% may undergo transition. The number who have so far sought medical care is likely to be around 0.025%, and about 0.015% are likely to have undergone transition."

Based on these percentages estimates for gender reassignment in our area are

		Nottingham UA	Nottinghamshire	Nottinghamshire Police Area
Undergoing or have undergone transition	**0.04%**	122	314	436
May undergo transition	**0.2%**	611	1572	2183

Protected Characteristic - Race and Ethnicity

The following tables provide the 2011 census figures for race and ethnicity in Nottinghamshire. The first table uses the five major heading used in the census and the second uses the eighteen sub headings.

	Nottingham UA		Nottinghamshire		Nottinghamshire Police Area	
White	218698	71.5%	750803	95.5%	969501	88.8%
Multiple Heritage	20265	6.6%	10716	1.4%	30981	2.8%
Black	22185	7.3%	5102	0.6%	27287	2.5%
Asian	34051	11.1%	14197	1.8%	48248	4.4%
Chinese	10481	3.4%	4984	0.6%	15465	1.4%
BME Totals	86982	28.5%	86982	4.4%	121981	11.2%

Source ONS Census 2011

[2] "Gender variance in the UK" GIRES 2009.

	Nottingham UA		Nottinghamshire		Nottinghamshire Police Area	
White: English / Welsh / Scottish / Northern Irish / British	199,990	65.4%	727,938	92.6%	927,928	85.0%
White: Irish	2,819	0.9%	4,133	0.5%	6,952	0.6%
White: Gypsy or Irish Traveler	326	0.1%	456	0.1%	782	0.1%
White: Other White	15,563	5.1%	18,276	2.3%	33,839	3.1%
Multiple ethnic group: White and Black Caribbean	12,166	4.0%	5,174	0.7%	17,340	1.6%
Multiple ethnic group: White and Black African	2,004	0.7%	961	0.1%	2,965	0.3%
Multiple ethnic group: White and Asian	3,304	1.1%	2,719	0.3%	6,023	0.6%
Multiple ethnic group: Other Mixed	2,791	0.9%	1,862	0.2%	4,563	0.4%
Asian/Asian British: Indian	9,901	3.2%	7,204	0.9%	17,105	1.6%
Asian/Asian British: Pakistani	16,771	5.5%	3,470	0.4%	20,241	1.9%
Asian/Asian British: Bangladeshi	1,049	0.3%	600	0.1%	1,649	0.2%
Asian/Asian British: Chinese	5,988	2.0%	2,942	0.4%	8,930	0.8%
Asian/Asian British: Other Asian	6,330	2.1%	2,923	0.4%	9,253	0.9%
Black / African / Caribbean / Black British: African	9,877	3.2%	1,754	0.2%	11,631	1.1%
Black / African / Caribbean / Black British: Caribbean	9,382	3.1%	2,782	0.4%	12,164	1.1%
Black / African / Caribbean / Black British: Other Black	2,926	1.0%	566	0.1%	3,492	0.3%
Other ethnic group: Arab	2,372	0.8%	815	0.1%	3,187	0.3%
Other ethnic group: Any other ethnic group	2,121	0.7%	1,227	0.2%	3,348	0.3%

Source ONS Census 2011

Protected Characteristic - Religion & Belief

The religion and beliefs included in the table below reflect the question and categories used in the 2011 Census.

	Nottingham UA		Nottinghamshire		Nottinghamshire Police Area	
Buddhist	2,051	0.7%	1,860	0.2%	3,911	0.4%
Christian	135,216	44.2 %	481,994	61.3%	617,210	56.5%
Hindu	4,498	1.5%	3,480	0.4%	7,978	0.7%
Jewish	1069	0.3%	717	0.1%	1,786	0.2%
Muslim	26,919	8.8%	6,963	0.9%	33,882	3.1%
Sikh	4,312	1.4%	3,132	0.4%	7,444	0.7%
Other religion	1483	0.5%	2,689	0.3%	4,172	0.4%
No religion	106,954	35.0%	230,138	29.3%	337,092	30.9%
Not stated	23,178	7.6%	54,829	7.0%	78,007	7.1%

Source ONS Census 2011

Protected Characteristic – Gender

	Nottingham UA		Nottinghamshire		Nottinghamshire Police Area	
Female	151,903	49.7%	399,080	50.8%	550,983	50.5%
Male	153,777	50.3%	386,722	49.2%	540,499	49.5%

Source ONS Census 2011

Protected Characteristic - Sexual Orientation

The below figures are based on the government's suggestion of 5-7% of the population being lesbian gay or bisexual (LGB). This is a figure which Stonewall feels is a reasonable estimate. However, there is no definitive data on the number of LGB people in the UK as no national census has ever asked people to define their sexuality. For the purposes of the table below the figure of 6% of population has been used.

		Nottingham UA	Nottinghamshire	Nottinghamshire Police Area
LGB	**6%**	18,342	47,148	65,490
Heterosexual	**94%**	287,358	738,652	1,026,010

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NOTTINGHAMSHIRE POLICE
PROUD TO SERVE

Our Service Delivery

Our Service Delivery

This section of the report is mainly about the external aspects of what we do.

It includes:

- information about certain types of crime that affect some groups more than others, such as hate crime or domestic violence,
- information about police powers, such as stop and search and how often these powers are used,
- satisfaction rates of victims of crime who identify with different protected characteristics,
- how we communicate and meet the specific needs of different groups.

Our service delivery is underpinned by two of our equality objectives

Equality Objective 1 – Proportionality

We will ensure that across all areas of operational performance that; policing powers are used proportionately; our services are accessible to all, and crimes that disproportionately affect and impact on particular protected groups are dealt with proactively.

Equality Objective 2 – Engagement

We will regularly and meaningfully engage with our local and diverse communities to ensure that what we do focuses on their needs and reflects their concerns and experiences.

The information on the following pages links directly to these objectives and demonstrates our progress towards these and our areas for future development.

Hate Crime

Nottinghamshire Police uses the following definition for hate crime:

"Any incident, which may or may not constitute a criminal offence, which is perceived by the victim or any other person, as being motivated by prejudice or hate."

This is a broad and inclusive definition and includes both crime and non-crime incidents.

However in the "hate category" tables below it is necessary, for technical reasons, to refer specifically to hate crimes that do not constitute a criminal offence and these are referred to as 'hate incidents'

Hate crime is unacceptable in any degree or form. It deprives individuals of their rights, generates fear and diminishes the society in which it occurs. The police share a responsibility with other organisations to demonstrate that such discrimination will not be tolerated. Our response to any hate crime will be full and unequivocal, with the use of all powers at our disposal to tackle it.

Note-: Data has been extracted from a live crime system and may be subject to change.

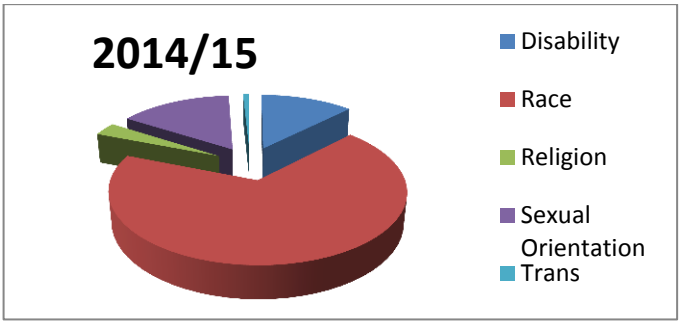
All Hate Crime (All incidents crime and non-crime)

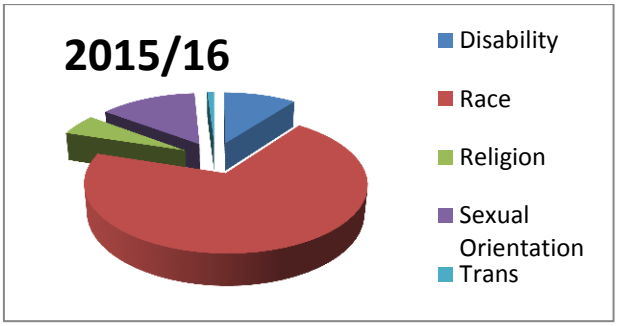
	2014/15	2015/16	Vol. Change	% Change
City	728	781	53	7.3%
County	680	698	18	2.6%
Total	1,426	1,498	72	5.0%

Number of hate crimes and incidents by hate category

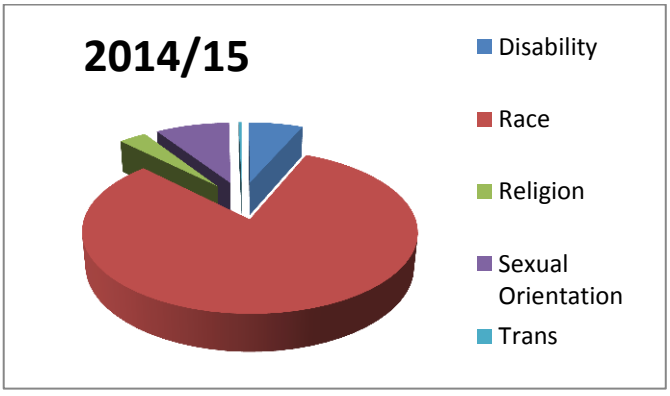
Note-: Some crimes may involve more than one hate element and therefore subtotals for the different hate elements may not add up to the overall total.

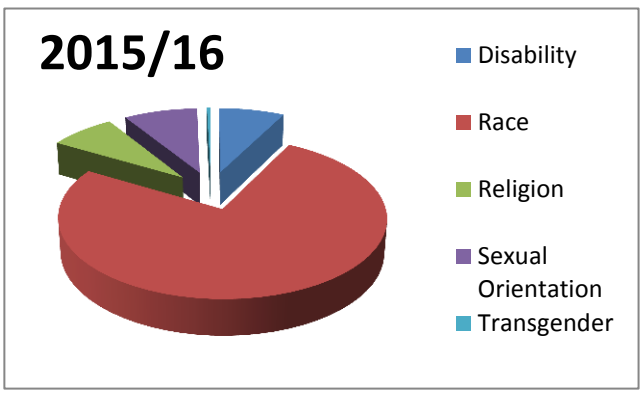
Category	Incidents			
	2014/15	2015/16	Vol. Change	% Change
Disability	75	63	-	-16.0%
Race	412	426	14	3.4%
Religion	19	33	14	73.7%
Sexual Orientation	91	84	-7	-7.7%
Trans	5	6	1	20.0%
Total	593	612	19	3.2%





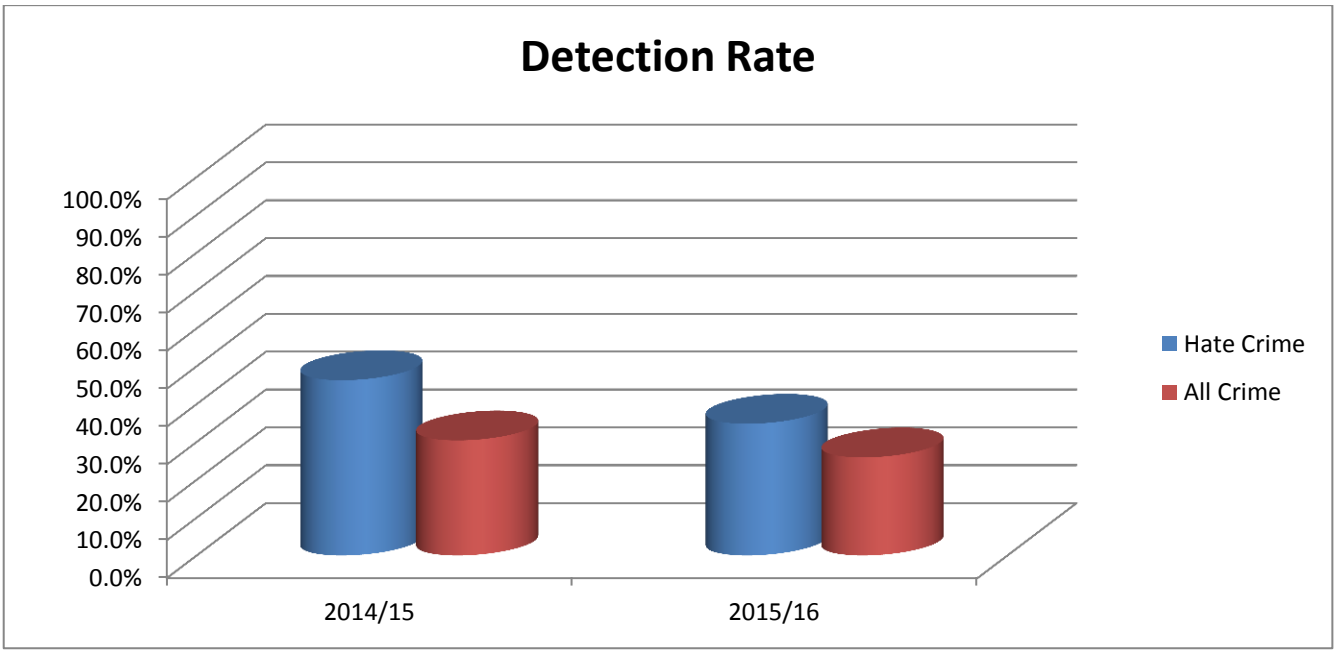
Category	Crimes			
	2014/15	2015/16	Vol. Change	% Change
Disability	55	71	16	29.1%
Race	690	714	24	3.5%
Religion	28	72	44	157.1%
Sexual Orientation	75	80	5	6.7%
Trans	3	4	1	33.3%
Force	833	910	77	9.2%





Hate Crime Detections

Although there has been a decrease since last year in detection rates across all crime types, the rate for hate crimes remain higher than the rate for all recorded crime.



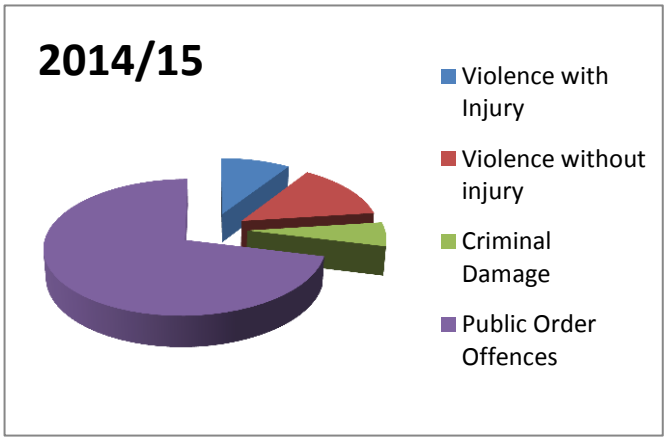
Racially and Religious aggravated offences

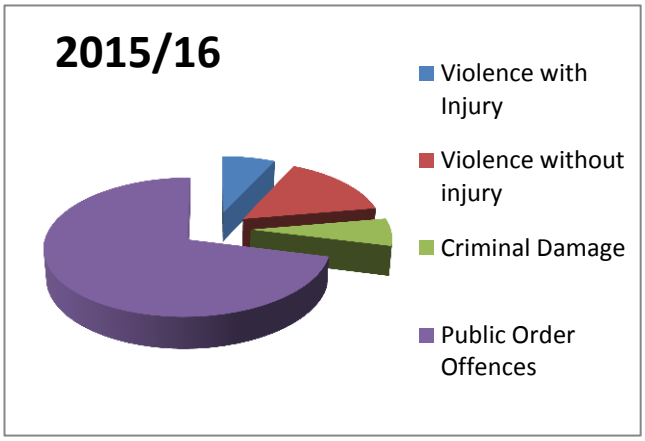
Racially and Religious aggravated offences are specific offences created within the Crime and Disorder Act (as amended) where the offender is motivated by hostility or hatred towards the victim's race or religious beliefs. These offences carry higher maximum penalties than the basic offence equivalents.

Division	2014/15	2015/16	Vol. Change	% Change
City	309	322	13	4.2%
County	248	232	-16	-6.5%
Total	566	561	-5	-0.9%

The following table lists the types of racially and religiously aggravated offences by Home Office offence classifications. However it should be noted that Home Office offence codes have changed year-on-year, meaning comparisons cannot always be easily made.

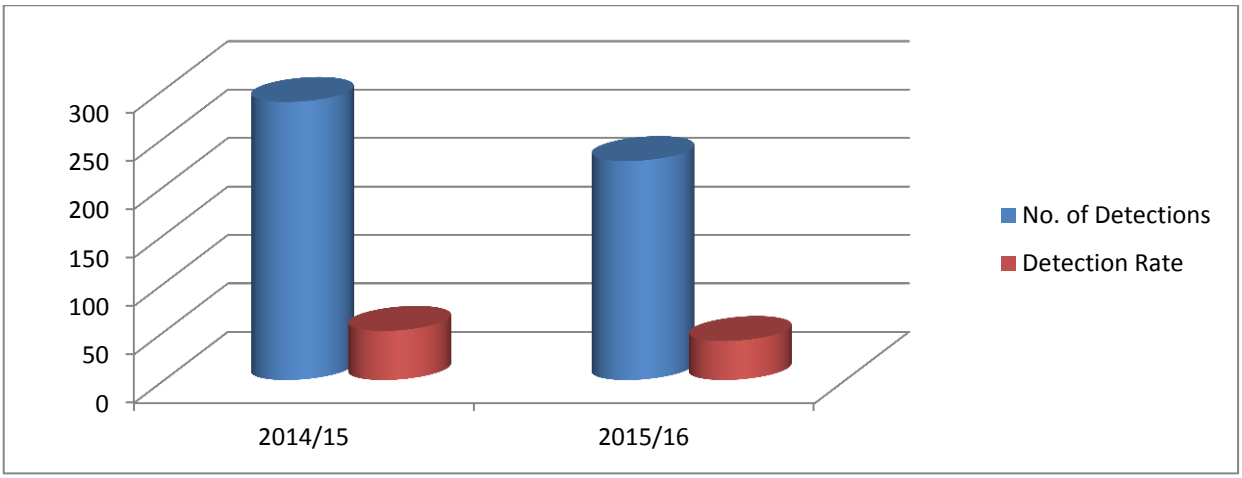
	2014/15	2015/16	Vol. Change	% Change
Violence with injury	52	39	-13	-25.0%
Violence without injury	78	86	8	10.3%
Criminal Damage	33	37	4	12.1%
Public Order Offences	403	399	-4	-1.0%
Total	566	561	-5	-0.9%





Racially and Religious Aggravated Offences Detections

As with Hate Crime, detection rates for racially and religious aggravated offences remain higher than the average for all crime detections by a margin of 14.4%.



Domestic Violence

The tables below provide information in relation to domestic violence offences and victims. The data are based on all violence offences which meet the ACPO or Nottinghamshire Police definition of domestic violence and abuse which is: any incident or pattern of incidents of controlling, coercive, threatening behaviour, violence or abuse between those aged 16 or over who are or have been intimate partners or family members regardless of gender or sexuality.

The abuse can encompass but is not limited to: psychological; physical; sexual; financial; emotional controlling behaviour is a range of acts designed to make a person subordinate, depriving them of the means needed for independence, resistance and escape and regulating their everyday behaviour. Coercive behaviour is an act or pattern of acts of assault, threats, humiliation and intimidation or other abuse that is used to harm, punish, or frighten their victim.

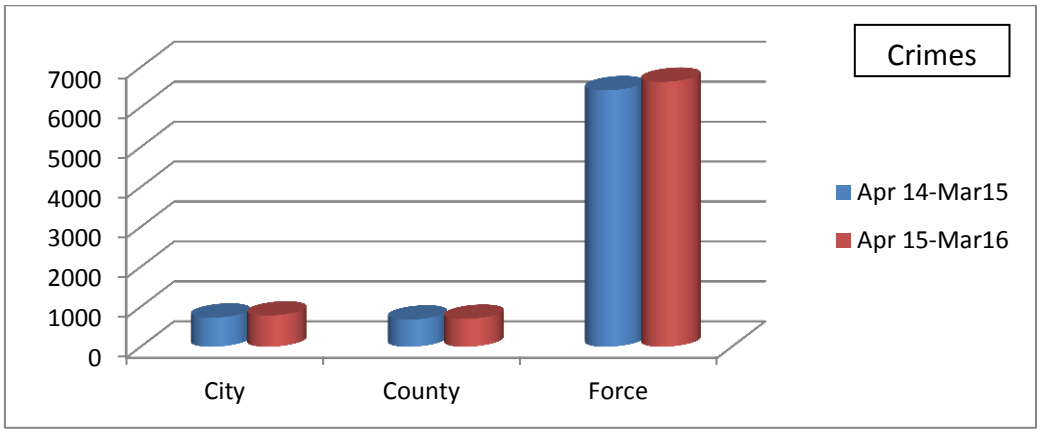
This definition includes 'honour' based violence, female genital mutilation (FGM) and forced marriage and it is clear that victims are not confined to one gender or ethnic group. The new definition is not a statutory or legal definition so any change does not mean a change in the law. It is used by government departments to inform policies and other agencies such as police, the crown prosecution service and the UK border agency on how to identify domestic abuse cases.

Note-: Data has been extracted from a live crime system and may be subject to change.

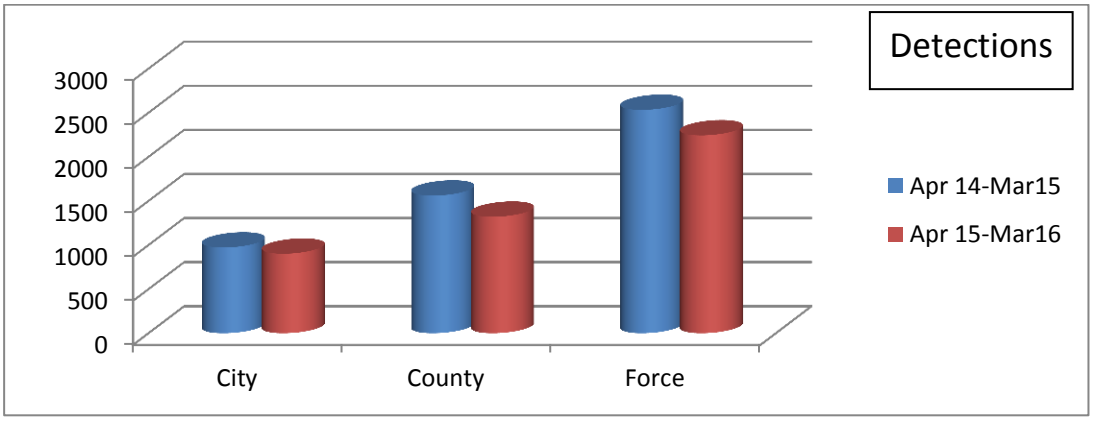
Domestic Violence Detections

Although there has been a decrease since last year in detection rates across all crime types including domestic violence, the rates of detection for domestic violence continues to remain higher than the rate for all recorded crime.

Location	Crimes			
	2014/15	2015/16	Vol. Change	% Change
City	728	781	53	7.3%
County	680	698	18	2.6%
Force	6,424	6,635	211	3.3%



Location	Detections		
	2015/16	Detection Rate	Difference from last year
City	902	33.8%	-3.6%
County	1,321	33.8%	-7.6%
Force	2,244	33.8%	-7.3%



Domestic Violence Victims by Gender, Age and Ethnicity

	2014/15	Proportion	2015/16	Proportion	Vol. Change	% Change
Female	4986	77.60%	5140	77.50%	154	3.10%
Male	1285	20.00%	1233	18.60%	-52	-4.00%
Not Stated	153	2.40%	262	3.90%	109	71.20%
Total	6,424		6,635		211	6.30%

Age	2014/15	Proportion	2015/16	Proportion	Vol. Change	% Change
16 - 19	605	9.4%	630	9.5%	25	4.1%
20 - 29	2,366	36.8%	2,334	35.2%	-32	-1.4%
30 - 39	1,466	22.8%	1,640	24.7%	174	11.9%
40 - 49	1,095	17.0%	1,055	15.9%	-40	-3.7%
50 - 59	482	7.5%	475	7.2%	-7	-1.5%
60+	198	3.1%	244	3.7%	46	23.2%
Not Stated	126	2.0%	211	3.2%	85	67.5%
Total	6338		6589		251	

Ethnicity	2014/15	Proportion	2015/16	Proportion	Vol. Change	% Change
White	5,325	82.90%	5,247	79.10%	-78	-1.50%
Multiple Heritage	140	2.20%	130	2.00%	-10	-7.10%
Black or Black British	214	3.30%	240	3.60%	26	12.10%
Asian or Asian British	281	4.40%	262	3.90%	-19	-6.80%
Chinese or Other	48	0.70%	39	0.60%	-9	-18.80%
Not Stated	416	6.50%	717	10.80%	301	72.40%
Total	6,424		6,635		211	

Note – Ethnicity data is provided on a voluntary basis. The heading not stated includes where an individual may have chosen not to provide this information (prefer not to say).

Victims of Crime

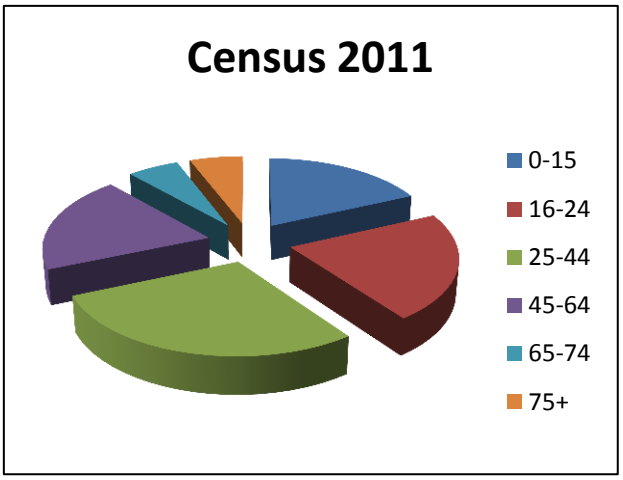
The tables below provide information on victims of crime based on the protected characteristics currently available. This information relates to those who have been a victim of "victim based crimes as defined by Her Majesty's Inspectorate of Constabulary (HMIC)

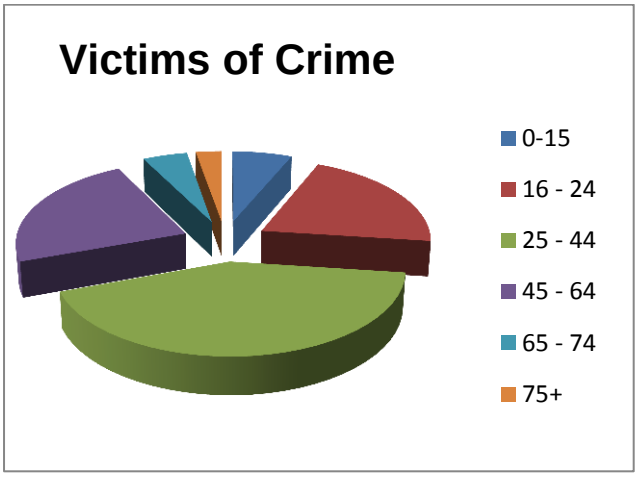
The HMIC crime tree classification identifies four main crime groups under the heading "Victim Based Crime". **These are, violence against the person, sexual offences, stealing, and criminal damage / arson**. With some of these offences, such as shoplifting (theft), criminal damage or arson, the victim may be or is likely to be an organisation rather than an individual and therefore demographic data is not provided. These have been included under the heading not stated. This heading also includes where an individual may have chosen not to provide the information (prefer not to say).

The percentages given in the tables below are calculated on the basis of the total number, excluding the not stated figure. This has been done to provide an easier comparison with the population figures provided above.

Age	2014/15	Proportion	2015/16	Proportion	Vol Change	% Change
0-15	2685	4.4%	2990	4.8%	305	11.4%
16 - 24	9999	16.2%	9739	15.6%	-260	-2.6%
25 - 44	19506	31.7%	19992	32.0%	486	2.5%
36 - 45	888	1.4%	829	1.3%	-59	-6.6%
45 - 64	10890	17.7%	10859	17.4%	-31	-0.3%
65 - 74	2283	3.7%	2240	3.6%	-43	-1.9%
75+	1318	2.1%	1297	2.1%	-21	-1.6%
Crimes Against an Organisation	13283	21.6%	13452	21.5%	169	1.3%
Not stated	723	1.2%	1151	1.8%	428	59.2%
Force	61575		62549		974	1.6%

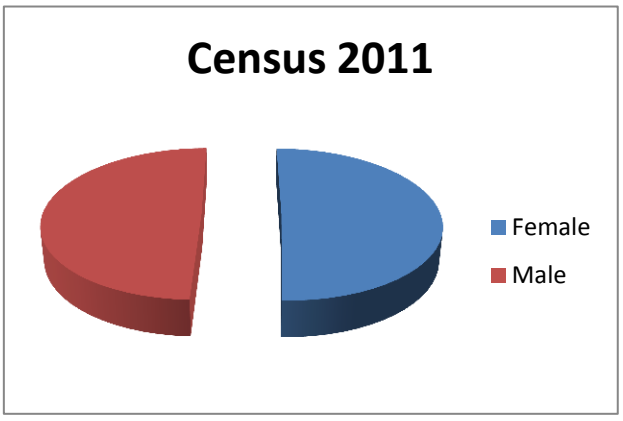
The following charts provide a comparison between the age breakdown of victims and the age profile of Nottinghamshire from the 2011 Census.

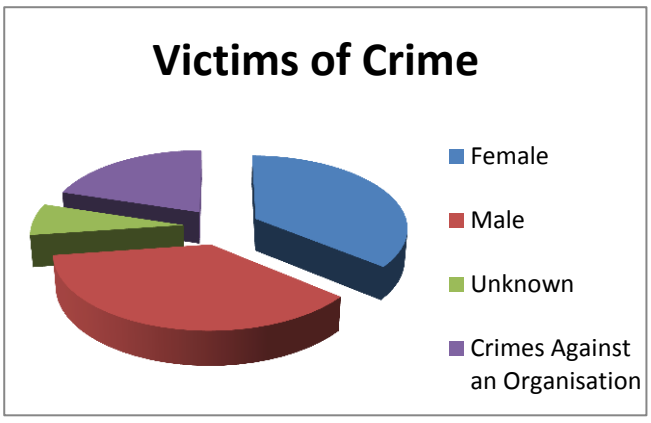




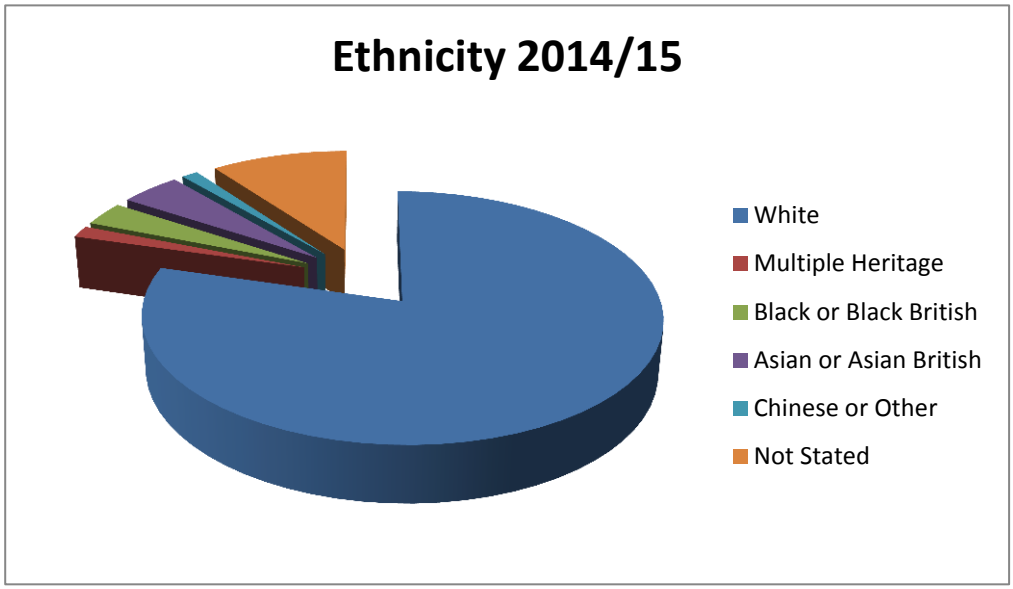
Gender	2014/15	Proportion	2015/16	Proportion	Vol. Change	% Change
Female	22,764	35.2%	23,326	35.9%	562	2.5%
Male	24,201	37.4%	23,927	36.9%	-274	-1.1%
Not Stated	4,618	7.1%	4,550	7.0%	-68	-1.5%
Crimes against an organisation	13,046	20.2%	13,101	20.2%	55	0.4%
Force	64,629		64,904		275	

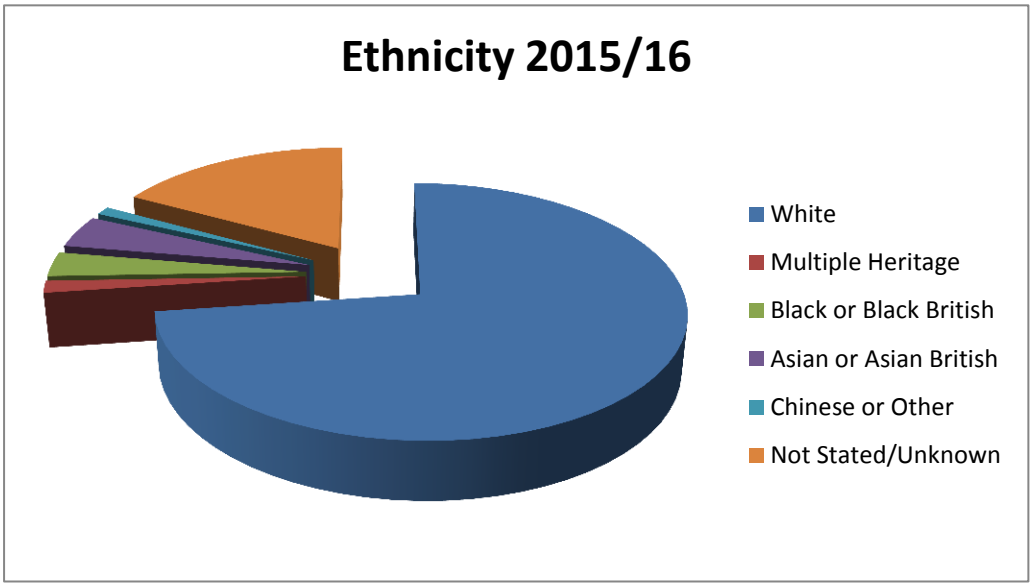
The following charts provide a comparison between the gender breakdown of victims and the gender profile of Nottinghamshire from the 2011 Census.





Ethnicity	2014/15	Proportion	2015/16	Proportion
White	38,872	60.1%	37,738	58.1%
Multiple Heritage	812	1.3%	807	1.2%
Black or Black British	1606	2.5%	1662	2.6%
Asian or Asian British	2219	3.4%	2191	3.4%
Chinese or Other	601	0.9%	570	0.9%
Not Stated	7,473	11.6%	8,817	13.6%
Crimes against an organisation	13,046	20.2%	13,119	20.2%
Force	64,629		64,904	





Use of Powers - Stop and Search

The primary purpose of using stop and search powers is to enable an officer to check any suspicions without them having to make an arrest. Community members accept that we have to use stop and search powers, but it is important to them that it is used proportionately and people are treated with respect.

Disproportionality in the use of powers within the BME community has been raised as a concern, but this is now being addressed through ongoing training and the development of systems and processes. It is worth noting that although there has been an increase in the total number of stop and searches carried out year on year; there continues to be a decrease in the disproportionality ratio between the two groups.

Recent data shows that the areas where most stop and searches are carried out, are experiencing higher number of crimes. A range of other factors also need to be taken into account. Fitzgerald and Sibbitt (1997) term these as 'lifestyle factors; the legitimate targeting of certain people and places by the police; police interpretation of the use of the PACE power; and (in part related) recording practices'.

To calculate the 'per 1000 population' figure in the tables below, the number of stop and searches conducted by Nottinghamshire Police has been divided by the number within the population for that ethnic grouping[3], and then multiplied by 1,000.

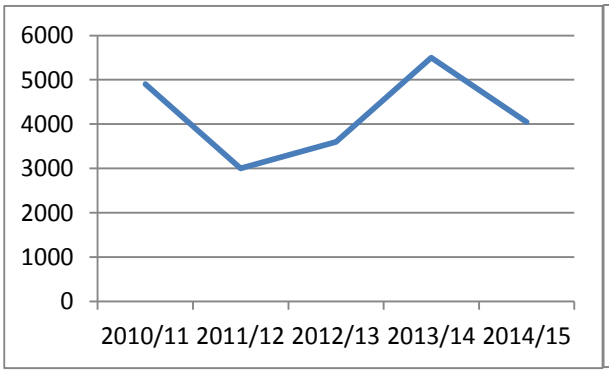
The following two tables show the number of stop and searches carried out by Nottinghamshire Police broken down using the ONS 2+1 ethnic group categories. The tables cover the periods 1 April 2014 to 31 March 2015 and 1 April 2015 to 31 March 2016 and are for the whole of the Nottinghamshire area.

	2014/2015		
	Volume	Rate	Proportionality
White	3159	3.3	1
BME	705	5.8	1.8
Not Stated	183		

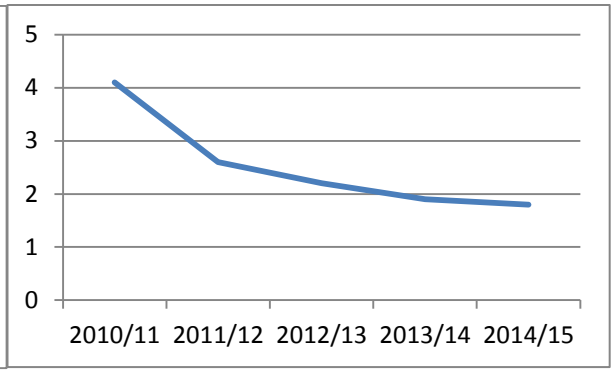
	2015/2016		
	Volume	Rate	Proportionality
White	1871	1.9	1
BME	598	4.9	2.5
Not Stated	163		

[3] Office for National Statistics (ONS) 2011 census population figures

Stop & Search Volume



Stop and Search
Ratio of BME:White



The above tables show the total volume of stop and search carried out and the corresponding ratios for BME: White proportionality over a five year period.

The following tables provide a more detailed breakdown and show the number of stop and searches carried out by Nottinghamshire Police broken down by geographical division using the ONS 5+1 ethnic group categories. The tables cover the periods 1 April 2014 to 31 March 2015 and 1 April 2015 to 31 March 2016.

2014 / 2015

	Nottinghamshire Police		
	Volume	Rate	Proportionality
White	3159	3.3	
Dual Heritage	122	3.9	3.9
Asian	236	3.7	1.1
Black	347	12.7	3.9
Not Stated	183		

	City of Nottingham		
	Volume	Rate	Proportionality
White	1469	3.3	
Dual Heritage	93	4.6	0.7
Asian	182	4.1	0.6
Black	282	12.7	1.9
Not Stated	135		

	Nottinghamshire County		
	Volume	Rate	Proportionality
White	1690	2.3	
Dual Heritage	29	2.7	1.2
Asian	54	2.8	1.3
Black	65	12.7	5.7
Not Stated	48		

2015 / 2016

	Nottinghamshire Police		
	Volume	Rate	Proportionality
White	1871	1.9	
Dual Heritage	123	4.0	2.1
Asian	231	3.6	1.9
Black	244	8.9	4.6
Not Stated	163		

	City of Nottingham		
	Volume	Rate	Proportionality
White	1200	5.5	
Dual Heritage	100	4.9	0.9
Asian	205	4.6	0.8
Black	222	10.0	1.8
Not Stated	127		

	Nottinghamshire County		
	Volume	Rate	Proportionality
White	671	0.9	
Dual Heritage	23	2.1	2.4
Asian	26	1.4	1.5
Black	22	4.3	4.8
Not Stated	36		

By adopting a mobile data solution to record stop and search encounters, performance data is now immediately available internally to scrutinise and ensure activity is necessary and proportionate. Stop and search use – year to date information is now available on the force website so that it is available for public viewing and scrutiny. To ensure officer accountability, this same data is now published internally also and discussed at operational performance meetings.

Use of Powers - Arrest Rates

The following tables show the number of arrests carried out by Nottinghamshire Police during the periods 1 April 2014 to 31 March 2015 and 1 April 2015 to 31 March 2016. Arrests shown are for the whole of the Nottinghamshire area.

The number of arrests has been divided by the number within the population for that ethnic grouping, as provided by the Office for National Statistics 2011 census population figures, and then multiplied by 1,000. Note – the recorded volume and calculated proportionality ratios exclude records where the voluntary ethnicity is recorded as "Not Stated"

Ethnicity	2014/2015		
	Volume	Per 1000 population	Proportionality ratio
White	22,500	23.21	1.0
BME	4477	36.7	1.6
Not Stated	231		

Ethnicity	2015/2016		
	Volume	Per 1000 population	Proportionality ratio
White	18,153	18.7	1
BME	4,189	34.3	1.8
Not Stated	280		

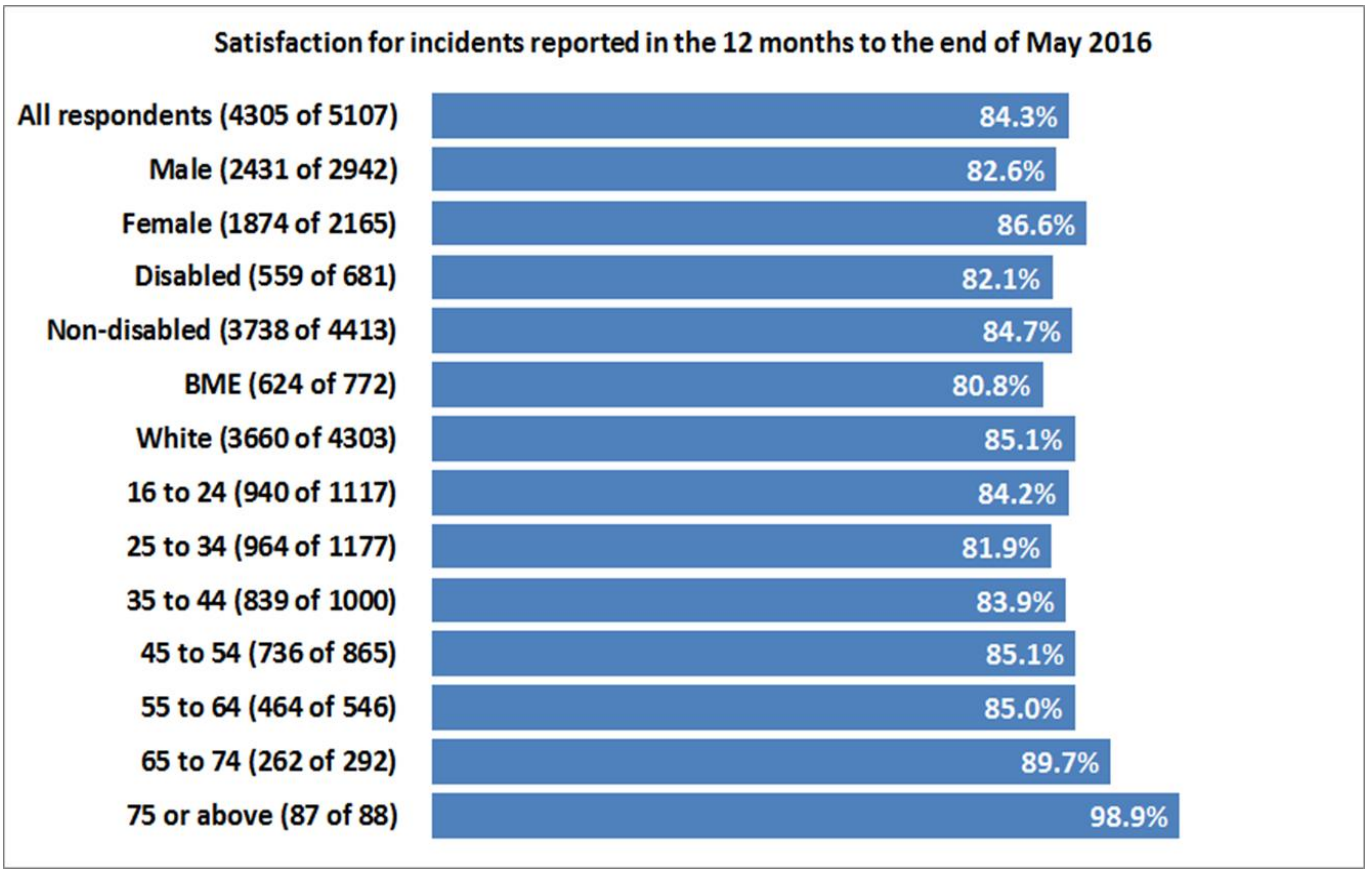
It can be seen from the above that the number of arrests and the arrest rates has dropped for both BME and White detainees resulting in a slight drop in the proportionality ratio recorded compared to last year.

Victim Satisfaction Surveys

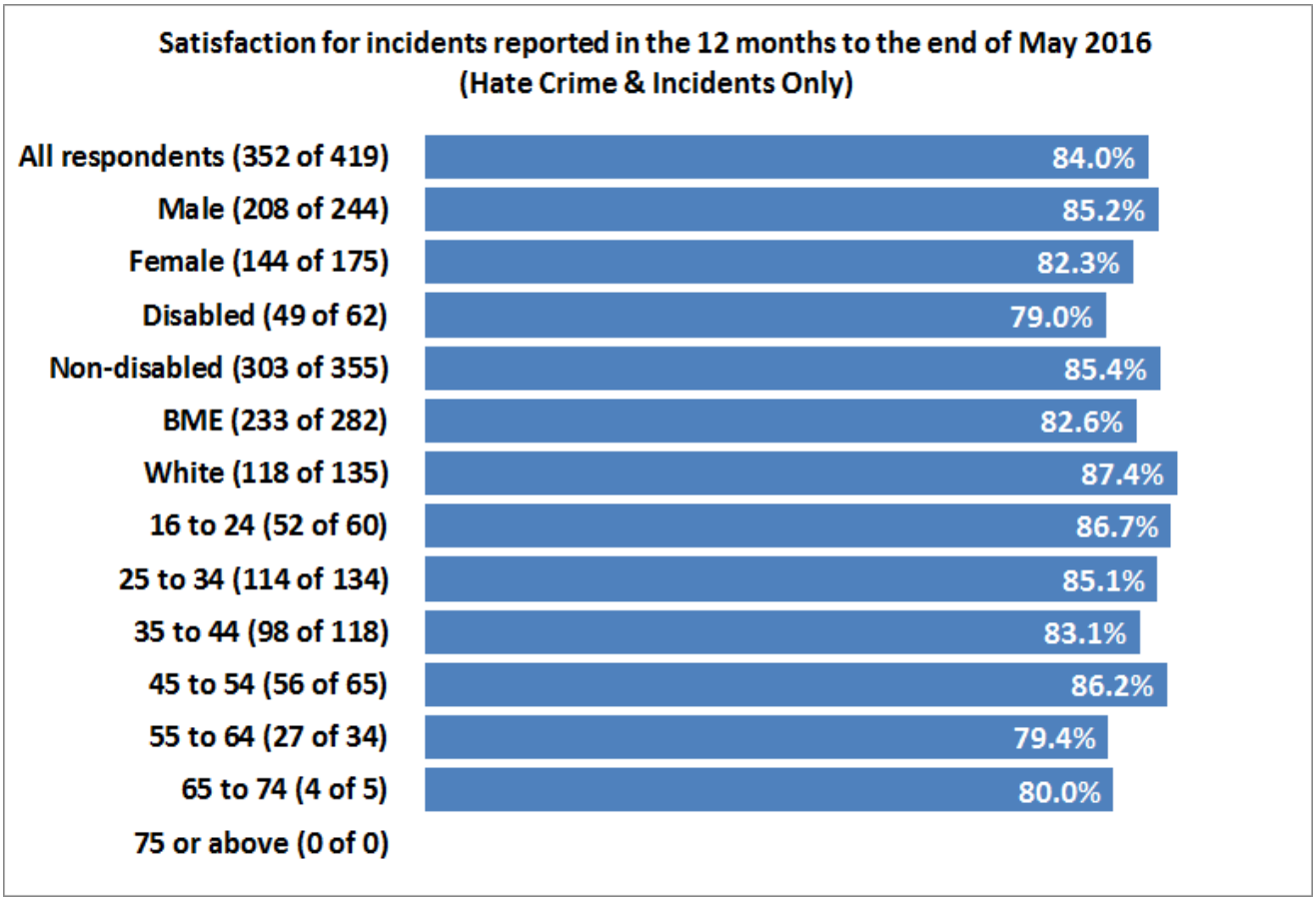
We regularly survey victims of crime to find out how happy they are with the service they have received.

Our telephone interviewers carry out approximately 270 surveys every month with victims of dwelling burglary, racist incidents, vehicle crime and violent crime. They speak with members of the public and ask them to rate the service they have received from us during their incident.

Satisfaction is determined by the number of respondents who are completely satisfied, very satisfied, or fairly satisfied with the whole experience for 12 months of interviews. The 'All Surveys' figure is a simple calculation using the sum of all responses across all surveyed crime types, i.e. no weighting is applied.



The following table relates to the satisfaction levels of victims of racist incidents. In this table satisfaction is determined by the number of victims of racist incidents who are completely satisfied, very satisfied, or fairly satisfied with the whole experience for 12 months of interviews.



Accessibility and Communication

Use of interpreters

Nottinghamshire Police uses interpreting services in a variety of circumstances. In the main these will be in contacts with victims, witnesses and suspects but will also include the translation of documents, training of officers and staff and engagement with community members.

The translation providers for face to face and document translation for Nottinghamshire Police are 'Cintra', whilst "Language Line" provides a telephone-based translation service.

Number of Contacts									
2014 /15 Source					2015/16 Source				
Rank	Language	Cintra	Language Line	Total	Rank	Language	Cintra	Language Line	Total
1	Polish	1,168	3,216	**4,384**	1	Polish	843	2,401	**3,244**
2	Romanian	220	693	**913**	2	Romanian	309	871	**1,180**
3	Lithuanian	163	340	**503**	3	Lithuanian	98	240	**338**
4	Hungarian	62	323	**385**	4	Urdu	145	188	**333**
5	Urdu	168	196	**364**	5	Kurdish Sorani/Badini	84	230	**314**
6	Russian	95	168	**263**	6	Hungarian	79	214	**293**
7	Punjabi India/P. Mipuri	77	122	**199**	7	Russian	81	140	**221**
8	Slovak	27	171	**198**	8	Arabic	23	156	**179**
9	Arabic	42	136	**178**	9	Farsi Iranian/Dari	50	116	**166**
10	Kurdish- Sorani/Badini	98	76	**174**	10	Slovak	43	109	**152**
11	Farsi – Dari/Iranian	48	103	**151**	11	Punjabi Indian/P.Mirpuri	59	80	**139**
12	Vietnamese	29	108	**137**	12	Czech	33	90	**123**
13	Czech	27	93	**120**	13	Chinese Mandarin	30	76	**106**
14	Spanish	22	77	**99**	14	Spanish	22	61	**83**
15	British Sign	94	0	**94**	15	British Sign	175	0	**175**
Remainder (41 Languages)		217	631	**848**	Remainder (69 Languages)		249	498	**747**
Totals		2,577	6,453	**9,030**	**Totals**		2,323	5,470	**7,793**

Source: The information below from management information reports provided by the service providers. Date Range: 1 April 2014 – 31 March 2015 and 1 April 2015 – 31 March 2016.

The Pegasus PIN database was devised by a community member from our disability advisory group to help make the initial phase of contacting the police – either by phone or in person – easier. The database holds the details of people who have registered because they have difficulty giving their details when calling the emergency services

When a person registers with Pegasus they are issued with a personal identification number – or 'PIN' that they are able to use in two ways; by phone where the user provides their Pegasus PIN to the police controller who can then access the information submitted by the user so that they do not have to spend valuable time trying to give personal details; or face to face – where they can tell or show the officer their Pegasus PIN and the officer can then contact the control room for information to give them a better understanding of any communication issues the user might have, enabling them to give the best possible assistance appropriate to their needs.

Since the initial six month pilot in 2008, where over 120 members of the public signed up, the force has expanded Pegasus and now has over 400 members to date. Pegasus celebrated its eight year anniversary in April 2016. The programme remains successful and has been adopted by many other services, including Nottingham Fire and Rescue, East Midlands Ambulance Service and other Police Forces such as Lincolnshire Police, City of London Police and Dyfed Powys.

Between 1 April 2015 and the 31 March 2016 there were 311 contacts from Pegasus covering a wide variety of incidents. 42 of these incidents were 'crimed', this is where it is judged by the police that a crime actually took place. The incidents reported cover a whole range of incident types, but some key incident types do reoccur. What is reassuring is that the usage for the deaf community has increased significantly, who can now report incidents via the deaf text phone, for example, an incident reporting a theft of garden furniture.

Pegasus incidents are graded as detailed below:

Grade 1 **Immediate** - 20 minute response time rural areas, 15 minutes for urban

Grade 2 **Urgent/priority** – where we aim to be with you within 60 minutes

Grade 3 **Standard** - scheduled 48 hours or a managed incident car appointment at home or police station-fixed times

Grade 4 **Non attend** resolution without deployment - no police resources need to attend

Grade 5 **Telephone Investigation Bureau** incidents that need a crime number with little or no investigation

Year	Grade 1	Grade 2	Grade 3	Grade 4	Grade 5	Total
2014/15	21	82	49	12	46	210
2015/16	39	90	46	105	31	311

*Telephone Investigation Bureau implemented in 2014/15

Pegasus Incidents 2015/16

Month	Grade 1	Grade 2	Grade 3	Grade 4	Grade 5	Overall
April 2015	10	14	5	4		33
May 2015	2	8	3	6	2	21
June 2015	4	8	1	9	4	26
July 2015	2	12	4	8	1	27
August 2015	3	7	4	6	3	23
September 2015	4	6	3	8	1	22
October 2015	3	5	4	12	4	28
November 2015	2	4	6	13	2	27
December 2015	2	7	8	14	6	37
January 2016	2	6	3	12	1	24
February 2016	1	9	2	6	1	19
March 2016	4	4	3	7	6	24
Total	**39**	**90**	**46**	**105**	**31**	**311**

Pegasus Incidents Crimed 2015/16

Year	Grade 1	Grade 2	Grade 3	Grade 4	Grade 5	Total
2015/16	7	17	14	0	4	42

The Neighbourhood Alert electronic communication system is designed to help people communicate with their local Neighbourhood Policing Team and other teams from Nottinghamshire Police.

The aim of the system is to provide up-to- date information direct to registered members to support two-way communication between them and Nottinghamshire Police to work together to reduce crime in their area.

The following data is available regarding the identity of the users of the Neighbourhood alert system. It should be noted that for historical reasons there are a significant number of users for whom no equality data has been gathered. This issue is being addressed.

	Male	Female	Prefer not to say
Gender	6,137	6822	6822

	16 to 24	25 to 34	35 to 44	45 to 54	55 to 64	65 to 74	75 or above	Prefer Not to Say
Age Range	517	1646	2535	2582	2235	2001	680	6677

	White	Multiple Heritage	Black	Asian	Chinese	Other	Prefer not to say
Ethnicity	10825	158	100	260	84	36	6740

	Disability	No Disability	Prefer not to say
Disability	1118	9721	7215

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Our People and Culture

NOTTINGHAMSHIRE POLICE
PROUD TO SERVE

Our People and Culture

This section of the report is mainly about the internal aspects of who we are and how we work. It includes:

- Information about our Police Staff, Police Officers, Police Community Support Officers (PCSOs) and Special Constables by protected characteristics.
- Information about our workforce and where they work

Our people and culture are also underpinned by two of our equality objectives

Equality Objective 3 – Culture

We will be recognised both locally and nationally as an organisation people choose to work for because of its reputation for treating people fairly, respectfully and without discrimination

Equality Objective 4 – Representation

We will increase the extent that our workforce is representative of the communities of Nottinghamshire and ensure that all staff have the opportunity to progress and develop so that this representation is reflected at all levels within our organisation

Workforce Data

The following tables provide a variety of information on the make-up of the workforce of Nottinghamshire Police.

All information includes those on career breaks, maternity leave etc. and externally funded posts but excludes volunteers, agency staff and partnership workers. All of the figures, unless otherwise stated, are based on actual headcount and are in relation to establishment on 31 March 2016.

The data below has been sourced through Human Resources records. The information is provided by staff through the Human Resource Management System on a voluntary disclosure basis.

Overall Workforce - 31st March 2016	
Police Officers	**2020**
PCSO	**222**
Police Staff	**1233**
Specials	**287**
Total	**3762**

Overall workforce by protected characteristic groups

Age - Number of employees 25 years & under and Over 55 – percentage taken from all staff totals

	All Staff - 3762		Police Officers - 2020		PCSOs - 222		Specials - 287	
Age Range	**Total**	**%**	**Total**	**%**	**Total**	**%**	**Total**	**%**
25 & Under	279	7.42%	43	2.1%	30	13.5%	156	54.4%
Over 55	290	7.71%	24	1.2%	11	5.0%	5	1.7%
Grand Total	**569**	**15.13%**	**67**	**3.3%**	**41**	**18.5%**	**287**	**56.10%**

Disability - Number of employees who recorded themselves as disabled

	All Staff		Police Officers		PCSOs		Specials	
Disability	**Total**	**%**	**Total**	**%**	**Total**	**%**	**Total**	**%**
Yes	90	2.39%	44	2.2%	4	1.8%	5	1.74%
No	3580	95.16%	1974	97.7%	218	98.2%	201	70.03%
Undisclosed	92	2.44%	2	0.1%	0	0.0%	81	28.22%
Grand Total	**3762**	**100.00%**	**2020**	**100.00%**	**222**	**100.00%**	**287**	**100.00%**

Race and Ethnicity - Number of Employees by Ethnicity

	All Staff		Police Officers		PCSOs		Specials	
Ethnicity	**Total**	**%**	**Total**	**%**	**Total**	**%**	**Total**	**%**
White	3499	93%	1925	95.30%	214	96.4%	231	80.49%
Ethnic Minority	163	4.33%	88	4.35%	7	3.15%	14	4.88%
Not Stated	100	2.66%	7	0.35%	1	0.45%	42	14.63%
Grand Total	**3762**	**100.00%**	**2020**	**100.00%**	**222**	**100.00%**	**287**	**100.00%**

Gender - Number of Employees by Gender

	All Staff		Police Officers		PCSOs		Specials	
Gender	**Total**	**%**	**Total**	**%**	**Total**	**%**	**Total**	**%**
Male	2186	58.11%	1421	70.30%	113	50.9%	180	62.7%
Female	1576	41.89%	599	29.70%	109	49.1%	107	37.3%
Grand Total	**3762**	**100.00%**	**2020**	**100.00%**	**222**	**100.00%**	**287**	**100.00%**

Sexual Orientation - Number of Employees by Sexual Orientation

	All Staff		Police Officers		PCSOs		Specials	
Sexual Orientation	**Total**	**%**	**Total**	**%**	**Total**	**%**	**Total**	**%**
Heterosexual	1655	44%	810	40.10%	144	64.87%	122	42.51%
LGB	84	2.23%	44	2.18%	11	4.95%	9	3.13%
Prefer not to say	2023	53.77%	1166	57.72%	67	30.18%	156	54.36%
No / % responded	**3762**	**100.00%**	**2148**	**100.00%**	**329**	**100.00%**	**287**	**100.00%**

Note: Percentages given in the above table are based on the number of those staff who have responded to the question relating to sexual orientation rather than total number of staff

Religion and Belief - Number of Employees by 2011 Census Religion and Belief Categories

	All Staff		Police Officers		PCSOs		Specials	
Religion	**Total**	**%**	**Total**	**%**	**Total**	**%**	**Total**	**%**
Christian	1291	34.32%	663	32.8%	83	37.4%	79	27.53%
Muslim	25	0.66%	13	0.6%	1	0.45%	0	0.00%
Sikh	29	0.77%	19	0.9%	1	0.45%	4	1.39%
Hindu	8	0.21%	2	0.1%	0	0.00%	0	0.00%
Jewish	5	0.13%	2	0.1%	0	0.00%	0	0.00%
Buddhist	7	0.19%	5	0.2%	1	0.45%	0	0.00%
Any other Religion	89	2.36%	50	2.5%	8	3.6%	2	0.7%
No Religion	182	4.84%	83	4.1%	15	6.75%	9	3.13%
Undeclared	2126	56.51%	1183	58.6%	113	50.90%	193	67.25%
Grand Total	**3762**	**100.00%**	**2020**	**100.00%**	**222**	**100.00%**	**287**	**100.00%**

Note: The religions specifically identified in the above table reflect the options used in the voluntary religion question in the 2011 and 2001 censuses carried out by the Office of National Statistics.

Distribution of workforce by department and protected characteristics group

The following table detail how our workforce is distributed across the various departments of the force. The figures show all staff (Police staff, police officers, PCSOs and Specials) allocated to a particular department or division on the 31st March 2016.

Gender and ethnicity of workforce by department and division

	Male	%	Female	%	White	%	Ethnic Minority	%	Not Stated	%
Command Team	5	45.5%	6	54.5%	10	90.9%	0	0.00%	1	9.1%
City Division	579	67.8%	275	32.2%	802	93.91%	49	5.74%	3	0.51%
County Division	611	66.6%	306	33.4%	880	95.96%	29	3.16%	8	0.87%
Crime & Justice	414	49.1%	429	50.9%	787	93.36%	29	3.44%	27	3.20%
Contact Management	117	32.4%	244	67.6%	347	96.12%	10	2.77%	4	1.11%
EMOpSS	135	84.9%	24	15.1%	153	96.22%	4	2.52%	2	1.26%
Corporate Services	230	47.5%	240	52.5%	383	88.74%	34	8.04%	54	3.22%
Region	95	64.6%	52	35.4%	139	94.56%	7	4.76%	1	0.68%
Grand Total	**2186**	**58.11%**	**1576**	**41.89%**	**3499**	**93.01%**	**163**	**4.33%**	**100**	**2.66%**

Age and Disability of workforce by department and division

					Disability					
	25 & Under	%	Over 55	%	Yes	%	No	%	Not Stated	%
City Division	39	4.91%	7	0.88%	9	1.13%	785	98.74%	1	0.13%
County Division	40	5.08%	47	5.97%	18	2.29%	768	97.59%	1	0.13%
Crime and Justice	17	2.02%	99	11.74%	30	3.56%	812	96.32%	1	0.12%
Contact Management	19	5.26%	44	12.19%	12	3.32%	347	96.12%	2	0.55%
EMOpSS	59	37.11%	6	3.77%	2	1.26%	156	98.11%	1	0.63%
Corporate Services	8	2.14%	62	16.62%	12	3.22%	356	95.44%	5	1.34%
Region	34	23.13%	20	13.61%	2	1.36%	145	98.64%	0	0.00%
Grand Total	**216**	**6.23%**	**285**	**8.23%**	**85**	**2.45%**	**3369**	**97.23%**	**11**	**0.32%**

Distribution of Police Officers by rank and protected characteristics group

The following two tables show the distribution of gender and ethnicity by ranks for police officers. Percentages shown are the percentage representation at that rank group

	Male	%	Female	%
Superintendent and above	17	77.27%	5	22.73%
Chief Inspector/ Detective Chief Inspector	23	76.67%	7	23.33%
Inspector/ Detective Inspector	92	76.03%	29	23.97%
Sergeant / Detective Sergeant	265	75.93%	84	24.07%
Constable / Detective Constable	1024	68.36%	474	31.64%
Grand Total	**1421**	**70.35%**	**599**	**29.65%**

	White	%	BME	%	Not Stated	%
Superintendent and above	22	100.00%	0	0.00%	0	0.00%
Chief Inspector/ Detective Chief Inspector	30	100.00%	0	0.00%	0	0.00%
Inspector/ Detective Inspector	116	95.87%	5	4.13%	0	0.00%
Sergeant / Detective Sergeant	331	94.84%	16	4.58%	2	0.57%
Constable / Detective Constable	1426	95.19%	67	4.47%	5	0.33%
Grand Total	**1925**	**95.30%**	**88**	**4.36%**	**7**	**0.35%**

Specialist Posts

Police officers in specialist posts are defined by the Home Office as being those officers working in the following roles and departments

Air, Assets Confiscation, Child/Sex/Domestic/Missing Persons, CID, CID Specialist Units, Complaints and Discipline, Dogs, Drugs, Firearms - Tactical, Firearms/Explosives, Fraud, Special Brach/Protection/Immigration/National, Surveillance, Traffic, Vice.

In Nottinghamshire Police at the end of March 2016 there were 988 officers in these posts. The tables below shows the percentage distribution of officers in these roles by protected characteristic, compared with the overall representation of that characteristic amongst all Nottinghamshire Police Officers.

	Age		Gender		Race & Ethnicity			Disability		
	25 & Under	Over 55	Male	Female	White	Ethnic Minority	Not Stated	Yes	No	Not Stated
Volume	3	15	661	327	946	39	3	27	960	1
%	0.30%	10.87%	66.90%	33.10%	95.75%	3.95%	0.30%	2.73%	97.16%	0.10%
Specialist % All Officers	0.15%	0.74%	32.72%	16.18%	46.83%	1.93%	0.15%	1.35%	47.52%	0.05%

Part Time Working

Staff working part time during the period by gender and disability

	All Staff	
Gender	**Total**	**% of all Staff**
Male	80	2.13%
Female	457	12.15%
Grand Total	**537**	**14.27%**

	All Staff	
Disability	**Total**	**% of all Staff**
Yes	15	0.40%
No	521	13.85%
Undisclosed	1	0.03%

Leavers

The following tables provides details of the protected characteristics of staff and officers who left Nottinghamshire Police between 1 April 2015 and the 31st March 2016.

The percentages given in each case are as a proportion of all leavers in that group (Officers/Staff).

During the specified period 130 police officers and 300 police staff left the organisation.

	Age		Gender		Race & Ethnicity		
Police Officers	**25 & Under**	**Over 55**	**Male**	**Female**	**White**	**Ethnic Minority**	**N.S**
Volume	4	4	92	38	123	6	1
% of Police Officer Leavers	3.08%	3.08%	70.77%	29.23%	94.62%	4.62%	0.77%

	Age		Gender		Race & Ethnicity		
Police Staff	**25 & Under**	**Over 55**	**Male**	**Female**	**White**	**Ethnic Minority**	**N.S.**
Volume	38	62	138	162	262	12	26
% of Police Staff Leavers	12.67%	20.67%	46.00%	54.00%	87.33%	4.00%	8.67%

Grievances

The table below shows a breakdown of grievances taken out by officers and staff under the fairness at work policy
The table lists the number of live grievances in any given month for the period of 1st April 2015 to 31st March 2016.

The "other" category under reason for grievance includes issues such as organisational change, job grading, management behaviour, HR Process amongst others.
The table also provides information in relation to the aggrieved's gender, ethnicity and disability status

Reason for Grievances	Complaint Protected Characteristics											
Date	Number of live cases	Discrimination	Bullying and Harassment	Other	Male	%	Female	%	BME	%	Recorded Disability	%
Apr-15	8	3	4	1	5	62.50	3	37.50	1	12.50	2	25.00
May-15	9	3	3	3	3	33.33	6	66.66	1	11.11	2	22.22
Jun-15	12	3	3	6	4	33.33	8	66.66	1	8.33	2	16.67
Jul-15	13	3	4	6	4	30.76	9	69.23	1	7.69	2	15.38
Aug-15	10	2	3	5	3	30.00	7	70.00	1	10.00	1	10.00
Sep-15	11	2	4	5	4	36.36	7	63.63	1	9.09	2	11.53
Oct-15	11	2	5	4	4	36.36	7	63.63	1	9.09	2	11.53
Nov-15	15	3	6	6	5	33.33	10	66.66	2	13.33	3	20.00
Dec-15	13	4	6	3	4	30.76	9	69.23	2	15.38	2	11.53
Jan-16	11	3	5	3	4	36.36	7	63.63	2	18.18	1	9.09
Feb-16	9	2	4	3	6	66.66	3	33.33	3	33.33	1	11.11
Mar-16	10	3	3	4	7	70.00	3	30.00	3	30.00	1	10.00

Note: number of live cases relates to all cases either initiated or continuing during the named month

Stonewall Workplace Equality Index

How the index works

The Workplace Equality Index is free to enter for any employer. Each entrant compiles a submission form demonstrating their organisations performance against a set of best practice criteria accompanied by supporting evidence.

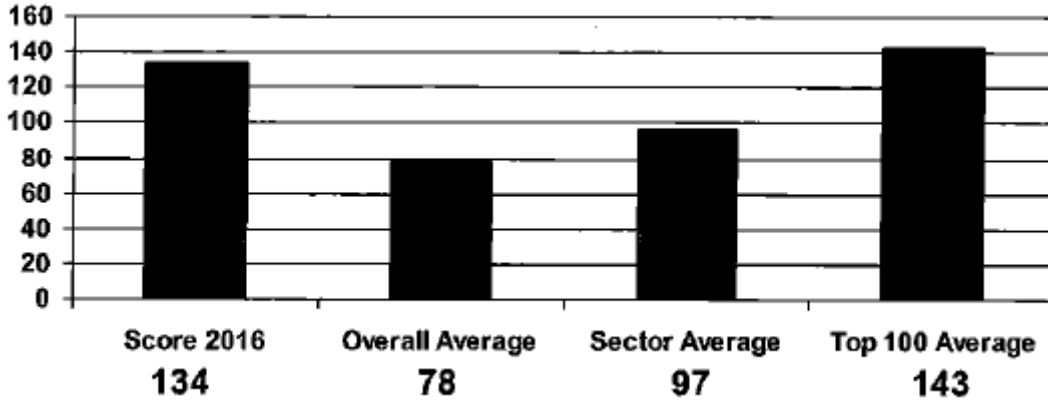
The criteria explore various areas of employment policy and practice including:

1	**Employee policy**	Written policy Resourcing and accountability Policy review	Employee benefits Tribunals Bullying and harassment
2	**Employee engagement**	Senior leadership on LGB issues Employee network groups	All-staff engagement
3	**Staff training and development**	Training Line managers	Career development for LGB staff
4	**Monitoring**	Data collection Data analysis	Response rates Reporting and actions
5	**Supplier policy**	Procurement policy	Supplier engagement
6	**LGB community engagement**	Community engagement Service delivery	Marketing and corporate responsibility
7	**The 'pink plateau'**	Visible LGB leaders	Role models
8	**Additional evidence & staff feedback survey**	Staff attitudes and experiences	Innovative practices

This was the fourth year that Nottinghamshire Police has entered the index and evidence provided as part of the submission related to activities, policies, training and engagement in place or occurring during the period September 2015 and September 2016.

Lots done… Lots to do…

In summary:



We have increased our ranking consistently from 196 in 2014 to 167 out of 397 in 2015. In 2016 we made incredible progress and increased our ranking to 64 out of 415. This indicates our entry within the top 100 for the Workplace Equality Index 2016.

Our position within the emergency services sector has therefore also improved from 17 out of 30 to 6 out of 30.

Our score of 134 out of 200 was 56 points more than the overall average score for participants and 37 points more than the average score for our counterparts within the emergency services sector. This is an extremely a positive headline. Although we have made progress to gain a position within the top 100, we still remain 9 points below the average top 100 employers, which is why we have to work hard to maintain and improve our position within the emergency services sector and to continue to improve our position in order to remain a top 100 employer for our LGBT+ colleagues and the communities we serve.

The key themes and areas where we need to implement change.

- Promotion of our revised bullying and harassment policy which explicitly states a zero tolerance approach to homophobic, transphobic and biphobic bullying & harassment.

- Greater and more explicit engagement with staff around equality, diversity and inclusion issues in order to raise awareness of LGBT+ communities and the intersections within it.

- The need to ensure all staff receives equality & diversity training which identifies sexual orientation and gender identity.

- Promotion of our “Allies” and reverse mentoring programme to support EDI development and engages managers at all levels

- To continue to improve equality monitoring data in relation to sexual orientation and gender identity, as it will inform career development for LGBT+ colleagues.

- Improved mechanisms for how the organisation engages with existing and potential suppliers to promote LGBT+ equality.

- Clear and visible commitment from senior managers in relation to LGBT+ equality and inclusion remains a priority.

International Day Against Homophobia Biphobia & Transphobia 2016

Nottinghamshire Pride 2016

We have continued to make some positive gains in relation to engaging with LGBT+ colleagues through our staff networks, staff consultation and community engagement with LGBT+ communities, which has shaped our organisational understanding and culture.

In relation to the culture within the organisation, our largest Stonewall staff survey had 1010 respondents. This translates to 38% Bisexual, 36% Lesbian and 26% Gay colleagues who responded. Although the headline is positive we still need to do more to promote and include the opinions of our colleagues who identify as Trans+.

For more information about this document please contact:

Equality, Diversity and Inclusion Team
Nottinghamshire Police
Force Headquarters
Sherwood Lodge,
Arnold,
Nottinghamshire,
NG5 8PP

Or email EDI@nottinghamshire.pnn.police.uk

Visit our website http://www.nottinghamshire.police.uk

If you would like to know about recruitment opportunities please visit our website recruitment page.

For Information / Consideration / Decision	
Public/Non Public:	**Public**
Report to:	**Strategic Resources and Performance**
Date of Meeting:	**16th March 2017**
Report of:	**Claire Salter**
Report Author:	**Linda Nelson – HR Partner Workforce Planning**
E-mail:	**Linda.nelson@nottinghamshire.pnn.police.uk**
Other Contacts:	**Claire Salter – HR Senior Manager**
Agenda Item:	**07**

WORKFORCE PLANNING

1. Purpose of the Report

1.1 To provide an update on the police officer and police staff numbers as at 31 January 2017.

2. Recommendations

2.1 It is recommended that the Board members note the report.

3. Reasons for Recommendations

3.1 **Police Officers**

The 'Delivering the Future' project will confirm the future operating model for Nottinghamshire Police and determine the targeted establishment for police officers and police staff.

As at 31 January 2017 the number of police officers funded by Nottinghamshire Police is **1793.45 FTE**. In addition, there are **29 FTE** officers who are externally funded through our partnership arrangements, for example, via Nottingham Community Protection. A further **40** officers in regional posts are classed as collaboratively funded plus **7 FTE** on secondment and **8.98 FTE** on career break. This provides a total FTE of **1878.43** police officers.

The budget forecast for 31 March 2017 is 1840.9 FTE force funded police officers and 1914.9 FTE in total. This is based on a conservative prediction of about 90 FTE police officer leavers during 2016/17 as detailed in Appendix 1.

At 31 March 2016, Nottinghamshire Police closed on 1904.9 core funded officers and 1983.5 in total, which was around 20 officers under the quarter 2 forecasted numbers.

During January 2017 we had **4** 'other' leavers (1 officer transferred to another force, 1 officer was granted medical retirement and 2 officers resigned).

Appendix 2 shows the police officer numbers by division/department and Appendix 3 highlights the number of deployable resources by division/ department.

Appendix 4 shows the actual strength at 31 January 2017 further broken down by substantive rank and current rank, including officers classed as externally funded and on secondment.

Table 1 - Officers in **Temporary and Acting Roles**

Temporary & Acting Rank	**Local**	**Collaborative Partnership Regional**	**Secondment**	**Total FTE**	**Variance to last month**
Chief Superintendent	1	1	-	**2**	-
Superintendent	2	1	3	**6**	-
Chief Inspector	10	3	-	**13**	-
Inspector	43	3.85	2	**48.85**	+1
Sergeant	47.45	5	-	**52.45**	+5
	103.45	**13.85**	**5**	**122.30**	**+6**

The overall increase in temporary officer numbers is due to covering the gaps created by leavers within supervisory ranks (1x Inspector and 5x Sergeants). Notwithstanding Inspector numbers remaining relatively high, the report next month will show a significant reduction following the (25 substantive) Inspector promotions on 1 February 2017. In turn the reversion to Sergeant should also impact significantly on the Temporary Sergeant numbers.

3.2 **Police Staff**

Appendix 2 details the force funded Police Staff numbers as at 31 January 2017.

As at this date, the number of substantive Police Staff, excluding PCSOs was **983.34 FTE.** This is an increase of **17.42 FTE** from last month which accounts for new starters and internal moves within the organisation (13 x CM, 6 x CS, 2 x CJ, 1 x EMSOU, 1 x I&I, 1 x UOC, 1 x OPCC).

The HR matrix (Appendix 3) breaks this information down by Police Staff and Police Community Support Officers (PCSO) and provides additional information relating to available resources by Division/Department.

The police staff establishment has decreased by **0.86 FTE** due to adjustments made within CS – PSD. Overall the police staff establishment has reduced by **92.51** FTE since 31 March 2016.

3.3 **PCSOs**

As at 31 January 2017 the number of PCSO's was **180.69 FTE**. This is a reduction of **10 FTE** from last month. However, of those leavers, 6 have re-joined as new student officers and 2 have transferred to other police staff roles within the organisation.

Following the 2015 PCSO review, the establishment initially reduced from 340 FTE to 246.7 FTE. Due to subsequent voluntary redundancies and natural wastage, the establishment has further reduced (with the aim to maintain at) 200 FTE. The next PCSO intake (of up to 16 FTE) is planned for April 2017.

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

4.1 Workforce planning is a process used to identify current and future staffing needs and development needs of the workforce to meet future requirements.

4.2 There are typically four stages to developing a workforce plan as follows:

- Identify the workforce requirements for the future
- Develop a profile of the current workforce (e.g. skills, training etc.)
- Carry out a gap analysis between current and future requirements
- Develop an action plan to meet future requirements

4.3 Nottinghamshire Police has designed an operating model, via the Delivering the Future Programme, which defines the high level workforce requirements for the future. This proposes a thematic model of policing. There is a requirement to develop a detailed workforce plan by rank/grade for each thematic area, taking cognisance of the Tri-Force Collaboration Programme.

5. Financial Implications and Budget Provision

5.1 The number of funded police officers/police staff (including PCSOs) has a direct impact on the budget and planned efficiency savings.

6. Human Resources Implications

6.1 Developing the detailed workforce plan and supporting the Delivering the Future changes will require HR resource.

7. Equality Implications

7.1 The force will continue to deliver positive action initiatives aimed at retention and progression and seek to encourage individuals from under-represented groups to consider opportunities to work with Nottinghamshire Police as police officers, police staff, special constables, cadets and volunteers.

8. Risk Management

8.1 Recruitment and training plans are in place and reviewed on an on-going basis.

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

9.1 The MTFP workforce plan was developed to link in and compliment the police and crime plan priorities.

10. Changes in Legislation or other Legal Considerations

10.1 None

11. Details of outcome of consultation

11.1 Consultation has taken place within HR and Business and Finance.

12. Appendices

12.1 2016/17 Police Officer Forecast – Appendix 1

12.2 Performance & Insight Establishment Report – Appendix 2

12.3 HR Matrix detailing available resources – Appendix 3

12.4 Police Officer – Actual Rank Breakdown – Appendix 4

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

13.1 Not applicable

Appendix 1 - Police Officer Tracker (FTE Information for Q2 Forecast & 2016/17 Budget)

	Jan 16	Feb 16	Mar 16	Apr 16	May 16	Jun 16	Jul 16	Aug 16	Sep 16	Oct 16	Nov 16	Dec 16	Jan 17	Feb 17	Mar-17
Core	**1940.8**	**1935.8**	**1925.8**	**1922.8**	**1916.8**	**1912.8**	**1907.8**	**1899.8**	**1894.8**	**1883.8**	**1872.8**	**1867.8**	**1863.8**	**1850.9**	**1840.9**
Chief Constable	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
Deputy Chief Constable	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
ACC	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
Chief Superintendent	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0	2.0	2.0	2.0	2.0	2.0
Superintendent	15.0	15.0	15.0	13.0	13.0	13.0	13.0	13.0	13.0	13.0	13.0	13.0	12.0	12.0	12.0
Chief Inspector	26.0	26.0	26.0	27.0	26.0	26.0	26.0	26.0	26.0	26.0	26.0	26.0	26.0	26.0	25.0
Inspector	114.9	114.9	113.9	113.9	113.9	113.9	113.9	111.9	110.9	109.9	109.9	109.9	108.9	105.9	103.9
Sergeant	336.3	334.3	332.3	332.3	332.3	332.3	332.3	330.3	330.3	328.3	328.3	328.3	328.3	324.4	323.4
Constable	1,442.7	1,439.7	1,432.7	1,430.7	1,425.7	1,421.7	1,416.7	1,412.7	1,408.7	1,400.7	1,390.7	1,385.7	1,383.7	1,377.7	1,371.7
EF	**31.0**	**31.0**	**31.0**	**30.0**	**30.0**	**30.0**	**30.0**	**30.0**	**30.0**	**30.0**	**30.0**	**30.0**	**30.0**	**30.0**	**30.0**
Chief Inspector	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0
Inspector	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0
Sergeant	8.0	8.0	8.0	8.0	8.0	8.0	8.0	8.0	8.0	8.0	8.0	8.0	8.0	8.0	8.0
Constable	18.0	18.0	18.0	17.0	17.0	17.0	17.0	17.0	17.0	17.0	17.0	17.0	17.0	17.0	17.0
Seconded Officers	**47.0**	**47.0**	**47.0**	**47.0**	**46.0**	**46.0**	**46.0**	**45.0**	**45.0**	**45.0**	**45.0**	**45.0**	**45.0**	**44.0**	**44.0**
Superintendent	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	4.0	4.0
Chief Inspector	4.0	4.0	4.0	4.0	4.0	4.0	4.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0
Inspector	4.0	4.0	4.0	4.0	4.0	4.0	4.0	4.0	4.0	4.0	4.0	4.0	4.0	4.0	4.0
Sergeant	7.0	7.0	7.0	7.0	7.0	7.0	7.0	7.0	7.0	7.0	7.0	7.0	7.0	7.0	7.0
Constable	27.0	27.0	27.0	27.0	26.0	26.0	26.0	26.0	26.0	26.0	26.0	26.0	26.0	26.0	26.0
Grand Total	**2,018.8**	**2,013.8**	**2,003.8**	**1,999.8**	**1,992.8**	**1,988.8**	**1,983.8**	**1,974.8**	**1,969.8**	**1,958.8**	**1,947.8**	**1,942.8**	**1,938.8**	**1,924.9**	**1,914.9**
Actual Funded	1,930.6	1,913.0	1,904.9	1,889.3	1,876.1	1,855.8	1,839.3	1,829.7	1,812.1	1,797.8	1,796.6	1,791.0	1,793.5		
Variance	(10.2)	(22.9)	(21.0)	(33.5)	(40.8)	(57.0)	(68.5)	(70.2)	(82.8)	(86.1)	(76.3)	(76.8)	(70.4)		
Actual Grand Total	2,010.3	1,997.6	1,983.5	1,971.8	1,961.0	1,948.1	1,933.1	1,921.5	1,903.5	1,889.2	1,885.0	1,878.4	1,878.4		
Variance	(8.5)	(16.3)	(20.3)	(28.1)	(31.8)	(40.7)	(50.7)	(53.4)	(66.3)	(69.6)	(62.8)	(64.4)	(60.4)		

February 2016: 13 Leavers (6 retirements, 2 transfers, 1 dismissal, 1 medical retirement, 1 death in service, 2 resignations)
March 2016: 13 Leavers (6 retirements, 1 transfer, 3 medical retirements, 3 resignations)
April 2016: 12 Leavers (4 retirements, 2 medical retirements, 1 death in service, 5 resignations)
May 2016: 11 Leavers (2 retirements, 5 medical retirements, 1 transfer, 3 early retirements)
June 2016: 14 Leavers (8 retirements, 1 transfer, 2 medical retirements, 3 resignations)
July 2016: 15 Leavers (9 retirements, 2 transfers, 3 medical retirements, 1 death in service)
August 2016: 10 Leavers (6 retirements, 2 transfers, 1 dismissal, 1 resignation)
September 2016: 16 Leavers (9 retirements, 2 transfers, 3 medical retirements, 2 resignations)
October 2016: 15 Leavers (6 retirements, 4 transfers, 4 medical retirements, 1 resignation)
November 2016: 11 Leavers (6 retirements, 3 transfers, 2 medical retirements)
December 2016: 5 Leavers (3 retirements, 1 transfer, 1 medical retirement)
January 2017: 12 Leavers (8 retirements, 1 transfer, 1 medical retirement, 2 resignations)

Appendix 2 - P&I Establishment

	Police Officers			Police Staff					
	Substantive Headcount	Substantive Actual FTE	Externally Funded Actual FTE	Substantive Headcount	Substantive Actual FTE	Budgeted Establishment	Variance to Establishment	Externally Funded Actual FTE	Total Substantive Actual FTE
Local Policing									
City	632	620	23	113	110	122	(12)		729
County	503	491	1	153	143	159	(16)	42	634
Contact Management	47	43		292	262	270	(8)		306
	1,182	**1,155**	**24**	**558**	**515**	**552**	**(37)**	**42**	**1,670**
Specialist Services									
Crime & Intelligence	150	148	1	161	149	169	(20)	1	297
Public Protection	188	175		31	29	34	(4)		204
Crime & Justice	57	57		194	172	205	(34)	1	229
EMOpSS	152	152	1	23	19	19	(0)		171
EMSOU	67	65	43	27	24	29	(5)	3	90
	614	**597**	**45**	**436**	**393**	**456**	**(63)**	**5**	**990**
Command	2	2		-			-		2
Corporate Services	41	40		279	256	305	(49)	13	295
	1,839	**1,793**	**69**	**1,273**	**1,164**	**1,312**	**(148)**	**60**	**2,957**

Budgeted Establishment (31 January 2017)	**1,864**
Variance to budgeted establishment	**(70.4)**

Headcount	
Specials	**250**
Volunteers	**147**

PCSO (included within Staff)

	Substantive Headcount	Substantive Actual FTE	Budgeted Establishment	Variance to Establishment	Externally Funded Actual FTE
City	76	74	80.0	(5.7)	
County	114	106	120.0	(13.6)	
	190	**181**	**200.0**	**(19.3)**	**-**

Appendix 3 - HR Matrix Available Resources - Police Officers - 31 January 2017

	CITY	COUNTY	CORPORATE SERVICES	CI&C	CJ	PP	CM	EMOpSS	EMSOU	SECONDMENTS	Total Police
Actual Strength (FTE) **SUBSTANTIVE POST** excluding External Funding, Secondments AND Career Breaks @ month end	619.80	491.45	41.62	147.84	57.00	175.16	43.36	152.00	65.22	0.00	**1793.45**
Actual Strength (FTE) **CURRENT POST** including temporary posts excluding External Funding, Secondments AND Career Breaks @ month end	593.71	466.12	51.43	159.50	57.00	179.04	63.00	152.00	66.22	0.00	**1788.02**
MANAGEMENT INFORMATION (Based on Current Post)											
Maternity / Adoption / Shared Parental Leave	14.47	8.77		1.68		4.00		1.00	1.00		**30.92**
Probationers prior to Independent Patrol	19.00										**19.00**
Long Term Sickness	11.87	8.84	1.00	7.90	2.00	6.10	2.78	4.00			**44.49**
Suspended	1.00	1.00		1.00							**3.00**
Total Abstractions	46.34	18.61	1.00	10.58	2.00	10.10	2.78	5.00	1.00	0.00	97.41
Total Available Resources	**547.37**	**447.51**	**50.43**	**148.92**	**55.00**	**168.94**	**60.22**	**147.00**	**65.22**	**0.00**	**1690.61**
Other Funding (Based on Substantive Post)											
Partnership Funding Actual Strength (FTE)	23.00	1.00		1.00				1.00	3.00		**29.00**
Collaborative Funding Actual Strength (FTE)									40.00		**40.00**
Secondments Actual Strength (FTE)										7.00	**7.00**
Career Breaks	**4.69**	**1.80**		**1.30**		**1.19**					**8.98**
Total Substantive Police Officer											**1,878.43**

Appendix 3 - HR Matrix Available Resources - Police Staff - 31 January 2017

	CITY	COUNTY	CORPORATE SERVICES	CI&C	CJ	PP	CM	EMOpSS	EMSOU	Total Police
Police Staff - Excluding PCSOs										
Orignal Budgeted Establishment	**45.40**	**42.16**	**364.72**	**168.61**	**211.81**	**37.81**	**286.16**	**19.29**	**29.00**	**1204.96**
Adjustments +/-	**-3.40**	**-2.76**	**-59.87**	**0.00**	**-6.40**	**-4.17**	**-15.91**	**0.00**	**0.00**	**-92.51**
Revised Budgeted Establishment	**42.00**	**39.40**	**304.85**	**168.61**	**205.41**	**33.64**	**270.25**	**19.29**	**29.00**	**1112.45**
Actual Strength (FTE) **SUBSTANTIVE POST** excluding External Funding, Secondments AND Career Breaks @ month end	35.28	36.57	255.77	148.74	171.90	29.16	262.43	19.04	24.45	**983.34**
Actual Strength (FTE) **CURRENT POST** including temporary posts excluding External Funding, Secondments AND Career Breaks @ month end	34.28	34.57	258.10	153.55	167.91	32.89	257.17	19.04	24.45	**981.96**
Variance from Force Funded CURRENT POST	**-7.72**	**-4.83**	**-46.75**	**-15.06**	**-37.50**	**-0.75**	**-13.08**	**-0.25**	**-4.55**	**-130.49**
PCSOs										
Orignal Budgeted Establishment	**103.50**	**134.40**								**237.90**
Adjustments +/-	**-23.50**	**-14.40**								**-37.90**
Revised Budgeted Establishment	**80.00**	**120.00**	**-**	**-**	**-**		**-**	**-**	**-**	**200.00**
Actual Strength (FTE) **SUBSTANTIVE POST** excluding External Funding AND Career Breaks @ month end	74.26	106.43								**180.69**
Actual Strength (FTE) **CURRENT POST** including temporary posts excluding External Funding, Secondments AND Career Breaks @ month end	68.32	108.38		2.00						**178.70**
Variance from Force Funded SUBSTANTIVE POST	**-5.74**	**-13.57**	**-**	**-**	**-**		**-**	**-**	**-**	**-19.31**
MANAGEMENT INFORMATION (Based on Current Post)										
Abstractions out of Force										**0.00**
Maternity / Adoption	1.00	2.00	5.00	2.00	2.61	1.00	5.10			**18.71**
Long Term Sickness	2.00		2.81	2.00	5.21	1.95	5.03			**19.00**
Suspended			1.00		1.00	1.00	1.00			**4.00**
Total Abstractions	3.00	2.00	8.81	4.00	8.82	3.95	11.13	0.00	0.00	**41.71**
Total Available Resources	**99.60**	**140.95**	**249.29**	**151.55**	**159.09**	**28.94**	**246.04**	**19.04**	**24.45**	**1118.95**
Temporary Agency Staff		1.00	43.69	9.00	1.00		2.00			**56.69**
Available Resources for Deployment	**99.60**	**141.95**	**292.98**	**160.55**	**160.09**		**248.04**	**19.04**	**24.45**	**1175.64**
Other Funding (Based on Substantive Post)										
Partnership Funding Actual Strength (FTE)		41.54	13.32	1.00	1.00					**56.86**
Collaborative Funding Actual Strength (FTE)									3.00	**3.00**
Secondments Actual Strength (FTE)										**0.00**
Career Breaks			**2.00**	**0.61**	**0.84**		**2.70**			**6.15**
Total Substantive Police Staff										**1,230.04**

Appendix 4 - Actual Rank Breakdown as at midnight 31 January 2017 (current posts - includes temporary and acting duties)

Force Funded Officers (excludes career break)

	City	County	Corporate Services	Command Team	Crime & Intelligence Command	Crime & Justice	Public Protection	Contact Management	EMOpSS	EMSOU	**Grand Total**
Temporary Chief Constable				1.00							**1.00**
Deputy Chief Constable				1.00							**1.00**
Chief Superintendent		1.00	1.00						1.00		**3.00**
Detective Chief Superintendent					1.00						**1.00**
Temporary Chief Superintendent			1.00								**1.00**
Superintendent	2.00	2.00	3.00				2.00	1.00			**10.00**
Detective Superintendent		1.00			1.00						**2.00**
Temporary Superintendent			2.00								**2.00**
Chief Inspector	2.00	4.00	1.00		1.00			1.00	1.00		**10.00**
Detective Chief Inspector	1.00	1.00	1.00		1.00		2.00				**6.00**
Temporary Chief Inspector	2.00	1.00	1.00		2.00						**6.00**
Temporary Detective Chief Inspector	2.00						1.00	1.00			**4.00**
Inspector	10.00	10.95	2.37		2.00	9.00		6.00	4.00		**44.32**
Detective Inspector	1.00		1.00		4.00	1.00	4.00			2.00	**13.00**
Temporary Inspector	10.00	9.00			2.00	1.00		4.00	2.00		**28.00**
Temporary Detective Inspector	4.00	3.00	1.00		4.00		2.00				**14.00**
Acting Inspector								1.00			**1.00**
Sergeant	51.49	60.81	9.56		14.80	45.00	2.81	4.80	17.00	1.00	**207.27**
Detective Sergeant	11.87	7.00	2.00		7.88	1.00	25.18		3.00	10.00	**67.93**
Temporary Sergeant	18.55	5.00	3.00		4.90			6.00	3.00		**40.45**
Temporary Detective Sergeant							3.00	1.00		2.00	**6.00**
Acting Sergeant									1.00		**1.00**
Constable	420.72	330.03	15.90		78.24		61.13	36.20	116.00	3.00	**1061.22**
Detective Constable	57.07	30.33	4.60		35.68		75.92	1.00	4.00	48.22	**256.82**
Grand Total	**593.71**	**466.12**	**49.43**	**2.00**	**159.50**	**57.00**	**179.04**	**63.00**	**152.00**	**66.22**	**1788.02**

Partnership Funded Officers

	City	County	Crime & Intelligence Command	Public Protection	**Grand Total**
Temporary Chief Inspector	1.00		1.00		**2.00**
Inspector	2.00				**2.00**
Temporary Inspector	1.00			0.85	**1.85**
Sergeant	3.00				**3.00**
Temporary Sergeant	1.00		1.00		**2.00**
Constable	14.20	1.00			**15.20**
Grand Total	**22.20**	**1.00**	**2.00**	**0.85**	**26.05**

Collaborative Funded Officers

	EMSOU	**Grand Total**
Temporary Detective Chief Superintendent	1.00	**1.00**
Detective Superintendent	2.00	**2.00**
Temporary Detective Superintendent	1.00	**1.00**
Detective Chief Inspector	4.00	**4.00**
Temporary Chief Inspector	1.00	**1.00**
Inspector	1.00	**1.00**
Detective Inspector	2.00	**2.00**
Temporary Inspector	1.00	**1.00**
Temporary Detective Inspector	1.00	**1.00**
Sergeant	2.00	**2.00**
Detective Sergeant	2.00	**2.00**
Temporary Sergeant	1.00	**1.00**
Temporary Detective Sergeant	2.00	**2.00**
Constable	7.00	**7.00**
Detective Constable	16.00	**16.00**
Grand Total	**44.00**	**44.00**

Seconded Officers

	Corporate Services	Secondments	**Grand Total**
Temporary Superintendent		3.00	**3.00**
Chief Inspector		1.00	**1.00**
Temporary Inspector		1.00	**1.00**
Temporary Detective Inspector		1.00	**1.00**
Sergeant	1.00	1.00	**2.00**
Constable		4.00	**4.00**
Grand Total	**1.00**	**11.00**	**12.00**

Appendix 4 - Actual Rank Breakdown as at midnight 31 January 2017 (substantive posts)

Force Funded Officers (excludes Career Break)

	City	County	Corporate Services	Command Team	Crime & Intelligence Command	Crime & Justice	Public Protection	Contact Management	EMOpSS	EMSOU	**Grand Total**
Deputy Chief Constable				2.00							**2.00**
Chief Superintendent		1.00	1.00						1.00		**3.00**
Detective Chief Superintendent					1.00						**1.00**
Superintendent	2.00	2.00	3.00				2.00	1.00			**10.00**
Detective Superintendent	4.00	4.00			1.00			2.00	1.00		**12.00**
Chief Inspector		1.00	1.00		1.00						**3.00**
Detective Chief Inspector	1.00	1.00	2.00		1.00		2.00				**7.00**
Inspector	12.00	12.95	1.37		4.00	9.00		5.00	4.00		**48.32**
Detective Inspector	3.00		2.00		6.00	1.00	5.00	1.00		2.00	**20.00**
Sergeant	68.24	67.81	9.65		14.80	46.00	3.81	5.80	20.00	1.00	**237.11**
Detective Sergeant	13.87	14.00	4.00		8.88	1.00	28.98		3.00	10.00	**83.73**
Constable	454.77	350.89	10.00		75.41		59.13	27.64	120.00	3.00	**1100.84**
Detective Constable	60.92	36.80	5.60		34.75		74.23	0.93	3.00	49.22	**265.45**
Grand Total	**619.80**	**491.45**	**39.62**	**2.00**	**147.84**	**57.00**	**175.15**	**43.37**	**152.00**	**65.22**	**1793.45**

Partnership Funded Officers

	City	County	Crime & Intelligence Command	EMOpSS	EMSOU	**Grand Total**
Inspector	3.00				1.00	**4.00**
Sergeant	4.00					**4.00**
Detective Sergeant					1.00	**1.00**
Constable	16.00	1.00	1.00	1.00		**19.00**
Detective Constable					1.00	**1.00**
Grand Total	**23.00**	**1.00**	**1.00**	**1.00**	**3.00**	**29.00**

Collaborative Funded Officers

	EMSOU	**Grand Total**
Detective Superintendent	3.00	**3.00**
Detective Chief Inspector	5.00	**5.00**
Inspector	1.00	**1.00**
Detective Inspector	2.00	**2.00**
Sergeant	2.00	**2.00**
Detective Sergeant	3.00	**3.00**
Constable	6.00	**6.00**
Detective Constable	18.00	**18.00**
Grand Total	**40.00**	**40.00**

For Information	
Public/Non Public*	**Public**
Report to:	**Strategic Resources and Performance Meeting**
Date of Meeting:	**16th March 2017**
Report of:	**The Chief Constable**
Report Author:	**Performance & Reporting Team**
E-mail:	**mi@nottinghamshire.pnn.police.uk**
Other Contacts:	
Agenda Item:	08

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 for 1st April 2016 to 31st January 2017.

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 attached report provides 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.

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 through the force meeting structure.

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

9.1 There are no policy implications arising from this report.

10. Changes in Legislation or other Legal Considerations

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

11. Details of outcome of consultation

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

12. Appendices

12.1 Appendix 1 – Performance & Insight Report to 31st January 2017

NOTTINGHAMSHIRE POLICE
PROUD TO SERVE

Nottinghamshire Police

Performance & Insight Report

PCC Themes One to Seven

Year-to-date 1st April 2016 – 31st January 2017

Guidance notes:

1. The following performance indicators are taken from the Police and Crime Commissioner's (PCC) plan 2016-18 which was refreshed and launched without input from the Nottinghamshire Police Management Information Team.

2. Summary performance information is for the period 1st April 2016 to 31st January 2017 compared to the equivalent period of last year. Where information provided is for an alternative period this will be stated

3. Where a measure has a designated target, a target position will also be provided and this will be assigned a RAGB status as follows;

- Where a measure is exceeding target (performance more than five per cent better than target) a measure will be rated blue
- For performance achieving target within five per cent it is rated green
- Measures not achieving target but within five per cent are rated amber
- Measures more than five per cent away from target are rated red

4. Additional insight is included in the report in order to provide context, particularly in relation to performance exceptions.

5. Nottinghamshire Police recently moved to the Niche records management system for the management of Crime and Custody information. As a result the way that we report crime data from the system has changed. The Management Information team have rebuilt the majority of reports; however some reports are currently unavailable in the short term and this is detailed where applicable.

6. Due to a refresh of the PCC's plan, the definitions and monitoring criteria for a number of new measures remain in progress and as a result there is no information for these measures. Where this is the case this will be stated.

7. Some of the performance information in the report is refreshed quarterly. Where updated information is not available this is stated and the information from the previous report is provided.

Strategic Priority Theme One: Protect, support and respond to victims, witnesses and vulnerable people					
Measure		**Objective / Target**	**Performance**		**Insight**
1.1	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	81.8%		Satisfaction for incidents reported in the 12 months to November 2016 is at 81.8%, which contrasts with 85.5% for the same period last year. Current performance is outside of expected bounds. In terms of the aspects of satisfaction, ease of contact and treatment remain high in the mid-nineties (96.6% and 94.3% respectively) for all user groups, and these positions remain unchanged from the figures reported for the last two months. There has been a month on month deterioration in satisfaction levels for keeping people informed and November reduced again to 68.6%. The Force has commissioned colleagues at Nottingham Trent University to carry out a bespoke piece of analysis on victim satisfaction service delivery, exploring what we are doing well and where we can improve – with a focus on keeping victims updated. In addition performance for Victim Satisfaction will be discussed in more detail at this month's Force Performance Board meeting.
1.3	Percentage of people who agree that the police and local councils are dealing with Anti-Social Behaviour and other crime issues	60% agreement by 2016-17	58.4%		**Current performance covers interviews in the year to March 2016[1]. Please note that this information is updated annually.** The Force is 1.6pp below the 60% target. This is a slight deterioration on the previous year's position (59.6%). The average for the Force's Most Similar Force group is 60.5% and Nottinghamshire is ranked in 5th place in this group of 8. In terms of similar Crime Survey for England and Wales measure, there is a marked improvement in performance for the statement "The police do a good or excellent job", with the percentage of people agreeing with statement at 58.8% compared to 54.4% in the previous year.

[1] *The sample size for the Crime Survey for England and Wales for Nottinghamshire in the current year is approximately 700 persons. The population of Nottinghamshire is 1,107,000 persons (Office for National Statistics mid-year estimate).*

Strategic Priority Theme One: Protect, support and respond to victims, witnesses and vulnerable people					
Measure		**Objective / Target**	**Performance**		**Insight**
1.4	Percentage reduction of people that been repeat victims within the previous 12 months	a) A reduction in the number of repeat victims[2] of domestic violence compared to 2015-16	-143	●	***The Force definition of a repeat victim is based on the national definition. A Domestic Abuse (DA) repeat victim is a victim of a DA crime or incident in the current month who has also been a victim of one or more DA crimes or incidents at any point in the previous twelve months.*** Of a total of 1,029 Domestic Abuse victims in the month of December, 218 had been a victim of one or more previous domestic abuse incidents or crimes in the 12 months prior (January 2016 – December 2016). This compares to a baseline monthly average for the 2015/16 year of 361 repeat victims per month, which is a reduction of 143 repeat victims and a 60% reduction in January compared to baseline. As a proportion, 21.2% of DA victims in January were repeat victims. This is a reduction on the baseline monthly average for last year (34.5%). The proportion of repeat DA victims has reduced over the last 4 months from 28% in October, 25.6% in November, 22.2% in December and down to 21.2% in January.
		b) Monitor High Risk repeats			Performance information for this measure is currently unavailable.
		c) Monitor Medium/Standard risk			Performance information for this measure is currently unavailable.
		d) A reduction in the number of repeat victims of hate crime[3] compared to 2015-16	-6	●	***The Force definition of a repeat victim is based on the national definition. A hate crime repeat victim is a victim of a hate crime or incident in the current month who has also been a victim of one or more hate crimes or incidents at any point in the previous***

[2] *In order to capture the full picture of risk, repeats are counted as any repeat instance, whether incident or recordable crime. Victims are identified using a created golden nominal ID which is made up of information recorded on first name, surname and date of birth of the victim. This method is reliant on complete and accurate information being recorded on Niche for each victim. Data for Domestic Abuse and Hate Crime is reliant on the appropriate markers or qualifiers being added to records on Niche. Breach offences (such as breach of restraining order) are recorded as offences against the state and not against the victim (i.e. the subject of the order). As such it is not possible to include these in this measure.*

[3] *The term Hate Crime in relation to repeat victims includes incidents as well as recordable crimes.*

Strategic Priority Theme One: Protect, support and respond to victims, witnesses and vulnerable people				
Measure		**Objective / Target**	**Performance**	**Insight**
				twelve months. Of a total of 92 hate crime victims in the month of December, 7 had been a victim of one or more previous hate crimes in the 12 months prior (January 2016 – December 2016). This compares to a baseline monthly average for the 2015/16 year of 13 repeat victims per month, which represents 6 fewer repeat hate crime victim in January compared to the baseline figure. As a proportion, 7.6% of hate crime victims in January were repeat victims. This figure is lower than the baseline monthly average for the previous year (10.9%).
		e) To monitor repeat victims of ASB incidents.	715	There were 715 victims of ASB in January 2017 who had reported a previous incident or incidents in the 12 months prior. This is higher than the figure reported in December (648), but is in line with previous monthly figures recorded during July to October 2016.
		f) To monitor the number of domestic abuse incidents and crimes and the proportion of which are repeats	11,894 crimes and incidents	The Force recorded 1,029 domestic abuse crimes and incidents in January 2017. Year-to-date the Force has recorded a total of 11,894 Domestic Abuse crimes and incidents which is an average of 1189 per month.
			Proportion that are repeats	Please see measure 1.4a (above)
1.5	Public confidence in reporting offences to the police	a) To monitor the number of Sexual Offences as a whole	2,048 offences	The Force has recorded 2,048 sexual offences in the current year-to-date period. This is a 17% increase on the previous year (297 more offences). Rape offences have seen an increase of 6.6% (+44 offences) over the same period, while other sexual offences increased by 23.3% (+253 offences).

Strategic Priority Theme One: Protect, support and respond to victims, witnesses and vulnerable people				
Measure		**Objective / Target**	**Performance**	**Insight**
				Following the recent National Crime Recording Standards (NCRS) audit, there has been an increase in the recorded levels of Sexual Offences. Month-to-date increases of 59.1% (September), 64.1% (October) , 65.3% (November), 64.2% (December) have been recorded. Whilst the audit is now complete and all additional crimes from the audit have been recorded, the force has implemented a daily audit process in order to maintain compliance with NCRS. As a result of this change in process, the recorded crime volume in December and January continue to be at higher level (34.7% month to date increase in January when compared to January last year). The increases in crime levels can be seen in the year-to-date position, which has shifted from a reduction at the end of September to an increase YTD to the end of January.
		b) To monitor satisfaction levels of victims of Domestic Abuse through the force victim surveys	91.6%	Results of the Domestic Abuse Victim Satisfaction Survey for incidents reported in the 12-months to the end of November 2016 demonstrate that around nine in every ten victims of domestic abuse are satisfied with the whole experience (91.6%, 447 people satisfied out of 488 who were surveyed). Performance is stable over the last year.
		c) To monitor the number of Hate Crimes and the proportion of which are repeats	1124 hate crimes 639 hate incidents	There have been a total of 1,124 hate crimes this year. Over the same time period the Force has recorded 639 Hate Incidents, meaning that the overall total for the current year stands at 1,763 hate crimes. This total represents an increase on the same period of last year (+27.0% or 375 more hate crimes/incidents). There were 80 hate crimes and 41 hate incidents (total 121 crimes/incidents) in January which is a reduction following the higher levels over the last 6 months of July to December 2016 which averaged 208 Crimes/Incidents per month (Average 138 crimes and 70 incidents per month).

Strategic Priority Theme One: Protect, support and respond to victims, witnesses and vulnerable people					
Measure		**Objective / Target**	**Performance**		**Insight**
					As noted in the previous report, the recent NCRS audit activity was extended to include hate incidents and, as a result of a review of 235 hate incidents, a total of 67 crimes were created with 55 of those crimed in November. As noted at 1.5 a. above, an increase in crime levels for the crime types covered by the NCRS audit was anticipated from December onwards.
			Proportion that are repeats		Please see measure 1.4d (above)
1.6	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)	-38.6%		***Information as per the previous report. Data is provisional. Information is released quarterly. Data will be available for the March report.*** Data for the period 1st January 2016 – 30th September 2016 reveals that the downward trend for the number of persons Killed or Seriously Injured (KSIs) on Nottinghamshire's roads has been maintained in the long term, with a 38.6% reduction (200 fewer persons) compared to the 2005-2009 baseline period. This performance is relatively similar to the same period of last year however (-0.6% or 2 fewer persons), which suggests that performance may have levelled off somewhat in the short term. Reassuringly all user groups are now showing a reduction. This includes the pedal cyclist group where previously an increase was reported. KSIs in the 0-15 age group continue to reduce with a 64.8% reduction against the baseline.
		b) Monitor KSIs for 0-15 year olds	-64.8%		
1.7	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	-54.5%		***Data is year-to-date to the end of December2016.*** 10 people have been presented to custody as a first place of safety this year. This compares to a total of 22 in the same period of last year. In the current year-to-date period, a total of 362 people were taken to the section 136 mental health suite, which is slightly lower than the 364 in the same period last year. Detainees at custody account for approximately 7% of all mental health patients

Strategic Priority Theme One: Protect, support and respond to victims, witnesses and vulnerable people				
Measure		**Objective / Target**	**Performance**	**Insight**
				dealt with.
1.8	The number of children detained in police custody overnight	A reduction in the number of children detained in police custody overnight[4] compared to 2015-16	53 detainees	***Data for this measure is released quarterly, with the next update due April 2017.*** There were 1,256 juvenile arrivals at Nottinghamshire custody suites in quarters one to three 2016 (April 2016 – December 2016). Of these, 53 were remanded into custody, with the majority of these (38 total) aged 16 or 17 years. 13 juveniles remanded in quarter one were aged 14 or 15 years, and two were aged 10-13 years. Source: East Midlands Criminal Justice Service (EMCJS).
1.9	Percentage of incidents responded to within the target time[5]	To monitor the percentage of Grade 1 and 2 incidents attended within the recommended timescale* for a) Rural b) Urban **The recommended timescales for grade 1 (immediate) and grade 2 (urgent) response incidents are as follows:* ▪ *Grade 1 incidents in Urban areas within 15 minutes and Rural areas within 20 minutes; and,*	Grade 1 79.6% Grade 2 64.8%	In terms of Grade 1 incidents, the Force attended 77.8% of Urban areas and 79.9% of Rural areas within the specified times year-to-date, giving a total 79.6% for all Grade 1 incidents. Whilst 64.8% of Grade 2 incidents were attended within 60 minutes. The average attendance time for Grade 1's remained stable over the 3 months of October to December 2016 at 13.5 minutes and improved to an average of 12.6 minutes in January 2017. On average, the Force attends Grade 1 incidents within the recommended times. For the last 6 months the average attendance time for Grade 2 has been around 81 minutes.

[4] *It is not possible to define overnight detention for this measure and therefore figures given are for all juvenile detainees. Data for the 2016/17 performance year this data will be used to produce a baseline for future monitoring, so this indicator will be a monitoring indicator and not a reduction target.*

[5] *Outliers have been excluded from the overall figures*

Strategic Priority Theme One: Protect, support and respond to victims, witnesses and vulnerable people				
Measure		**Objective / Target**	**Performance**	**Insight**
		▪ *Grade 2 incidents within 60 minutes.*		

Strategic Priority Theme Two: Improve the efficiency and effectiveness of the criminal justice process					
Measure		**Objective / Target**	**Performance**		**Insight**
2.2	Crown and Magistrates' Courts conviction rates	To record a conviction rate in line with the national average	CC +4.7pp	🟢	***Data for this measure is released quarterly, with the next update due April 2017.*** Quarter two figures provided by the East Midlands Criminal Justice Service (EMCJS) reveal that the Crown Court recorded a conviction rate of 82.9% which is higher than the national average of 78.2%. Nottinghamshire are 11th in the country for CC conviction rates, which is 18 positions better than last quarter. The Magistrates' Courts conviction rates of 82.0% for the same period are below the national average (84.4%). This continues to be an issue for Nottinghamshire (ranked in 42nd place nationally) and work is being carried out jointly with local partners using the EMCJS FIT model to deliver improvements in the quality of files submitted by the police to the CPS.
			MC -2.4pp	🟡	
2.3	Early Guilty Plea rate for the Crown and Magistrates' Courts	An increase in the Early Guilty Plea rate compared to 2015-16.	CC -3.6pp	🟡	***Data for this measure is released quarterly, with the next update due April 2017.*** Both Crown and Magistrates courts are recording a reduction in early guilty plea rates in quarter two compared to last year, and rates remain below the national average. Crown Court performance in quarter 2 was 38.0%. The national average for Crown Court for quarter 2 was 39.4%, meaning that Nottinghamshire is performing slightly below the national average. The Magistrates Court rate for quarter 2 was 68.4% which is an improvement of 7.2pp since quarter 1 (61.2%). This has led to an
			MC -6.3pp	🔴	
		To be better than the national average	CC -1.4pp	🟡	

Strategic Priority Theme Two: Improve the efficiency and effectiveness of the criminal justice process					
Measure		**Objective / Target**	**Performance**		**Insight**
			MC -2.0pp		improvement in the national position from 42nd to 29th but Nottinghamshire are still slightly below the national average of 70.4%. The work around EMCJS FIT and the localisation of the PTPM meetings should enable improved performance monitoring.
2.4	Percentage of effective trials in the Crown and Magistrates' Courts (HMCTS Measure)	Reduce % ineffective trials due to prosecution team reasons compared to 2015-16. Achieve a year on year improvement in effective trial rates.			*East Midlands Criminal Justice Service (EMCJS) advise that this data is currently unavailable. Effective trial data is provided by the Ministry of Justice (MOJ). The release of this data is governed by the UK statistics authority and at the current time the Force is not permitted to publish this data.*

Strategic Priority Theme Three: Focus on those priority crime types and local areas that are most affected by crime and antisocial behaviour					
Measure		**Objective / Target**	**Performance**		**Insight**
3.1	Reduction in All Crime across the force	a) A reduction in All Crime compared to 2015-16.	+10.1%	●	The Force is currently recording a 10.1% (6,148 offences) increase in All Crime year-to-date, compared to the same period of last year. Monthly volumes between September and November peaked to the highest levels recorded in the last five years as a result of the proactive NCRS audit programme. Whilst the NCRS audit is now complete and all additional crimes from the audit have been recorded, the force has implemented a daily audit process in order to maintain compliance with NCRS. As a result of this change in process, the recorded crime volume remains at a higher level and this is expected to continue and become the new normal levels to be expected. All Crime volume in January 2017 was 21.8% higher than last January, which equates to 1,253 additional crimes being created in the month. Victim-Based crime has increased by 8.1% (4,436 offences) this year, while Other Crimes Against Society have increased by 28.3% (1,712 offences) over the same period. The increase in Other Crimes Against Society is driven by a 77.2% increase in Public Order offences, the majority of which were recorded as a result of the NCRS audit.
		b) A reduction in Victim-Based Crime compared to 2015-16	+8.1%	●	The overall volume of victim-based crime has increased by 4,436 offences compared to last year. Violence Against the Person (VAP) and Sexual Offences both continue to be a major cause of the year-to-date increase due to the increase in offences as a result of the NCRS compliance audit. VAP has seen a 17.5% increase (+2,677 offences) and Sexual

Strategic Priority Theme Three: Focus on those priority crime types and local areas that are most affected by crime and antisocial behaviour				
Measure		**Objective / Target**	**Performance**	**Insight**
				Offences a 17% increase (+44 Rape and +253 Other sexual offences) Robbery of business property has a 26% increase year-to-date which is +19 offences. Whilst these are small numbers they create a large percentage increase. There have been increasing levels for the last 4 months. It is not unusual to have significant rise and fall in this particular crime type as it has very changeable volumes month to month due to the small figures, but a consistent increase is less usual and has been raised at the recent Operational Performance Review meeting and will be monitored over the next month. The Force had an increase in burglary dwelling between October and December but offences have reduced in January, resulting in a 9.9% increase (+276 offences) year-to-date. Numbers peaked in November with 412 offences (highest levels since January 2014) and dropped to 397 in December which was more in line with expected levels (Average December levels have been 359 offences in the month over the last 5 years). Whilst the year-to-date volume retains an increase, January reduced to 322 and is within expected bounds. Theft of vehicle has a year-to-date increase of 200 offences (18.1%). Offences increased in October and November but have returned to expected bounds in December and January. Other theft has a year-to-date increase of 405 offences (13.9%). Other theft has been on an increasing trend this financial year and the year-to-date comparison is against a particularly low level of offences the previous year.
		c) To monitor the number of offences in those local areas which experience high		The five areas of Nottingham City that have been identified as experiencing high levels of crimes have recorded a total of 6,847

Strategic Priority Theme Three: Focus on those priority crime types and local areas that are most affected by crime and antisocial behaviour					
Measure		**Objective / Target**	**Performance**		**Insight**
		levels of crime			crimes this year so far. This represents an 11.8% (723 offences) increase in All Crime compared to last year. All five areas are recording an increase compared to last year, with these ranging from +7.0% on Bridge to +13.7% on St Ann's. The percentage increase of 11.8% recorded over the five City areas compares to an increase of 8% over the same period for the City overall. Year-to-date the County priority areas have recorded a total of 11,718 crimes, which equates to a 14.2% (1,459 offences) increase in All Crime compared to last year. This is slightly higher than the increase of 11.8% for the County area as a whole. Of the eighteen priority areas on the County, sixteen are recording an increase in crime compared to last year. Netherfield & Colwick remains the area with the largest increase compared to last year with an increase of 36.7% (145 offences). Kirkby East continues to have the second largest increase with 158 more offences this year compared to last. This equates to a 30.2% increase.
		d) To reduce the levels of rural crime compared to 2015-16 and report on: 1.1. Rural 1.2. Urban	+9.3%	●	Year-to-date the Force has recorded 8,034 rural crimes, an increase of 683 offences (9.3%) on last year. Over the same period crime in urban areas has also increase by 9.6% (5,142 offences). The rate of offences per 1,000 population in rural areas (year-to-date) is 37.669 compared to 66.864 in urban areas. Crime in rural towns and fringes has increased by 10.2% (439 more offences) year-to-date, while crime in rural villages has increased by 15.0% (320 more offences). Rural areas continue to record an increase in Burglary offences (+133 or +13.7%) due to the increases seen in October to December. Other crime types are showing increases in line with the offences that were part of the NCRS audit (VAP/Sexual/Public Order offences). The position is similar on the Urban areas due to the NCRS increases but burglary is showing a smaller increase than

Strategic Priority Theme Three: Focus on those priority crime types and local areas that are most affected by crime and antisocial behaviour					
Measure		**Objective / Target**	**Performance**		**Insight**
					Rural areas at +4.8%.
3.2	Reduction in Anti-Social Behaviour (ASB) incidents across the force	A reduction in ASB incidents compared to 2015-16 and report on: a) Personal b) Nuisance c) Environmental	-5.6%		Performance continues to improve, with the Force having recorded a reduction of 1,757 incidents year-to-date (-5.6%). There were 2168 ASB incidents in January, which is the lowest level of monthly incidents seen in the last 4 years. The City partnership area continues to record a reduction in ASB, with 1,614 fewer incidents recorded this year compared to last year. This is a 10.4% reduction. The County partnership are recording a smaller reduction at -0.9% (-143 incidents). Environmental ASB continues to have an increase (+406 incidents or 25.6%), which is lower than last month. ASB Personal and Nuisance continue to reduce compared to last year (-11.7% or 607 fewer incidents and -6.3% or 1,556 fewer incidents, respectively).
3.3	The detection rate (including Positive Outcomes) for Victim-Based Crimes	a) An increase in the positive outcome rate for Victim-Based Crime where Threat, Harm or Risk is high e.g. serious sexual crime*. **In the absence of a recognised measure for High Threat, Harm or Risk, Nottinghamshire Police are not in a position to report on this specific target. The information provided is for all Victim-Based Crime.*	-5.9pp		The Force has recorded 2,494 fewer positive outcomes for Victim-Based Crime this year compared to last. The current year-to-date positive outcome rate has improved slightly to 17.5% compared to 23.4% in the same period of last year. The NCRS audit has impacted on the rate of positive outcomes. The audit process resulted in an increase in the number of crimes created that are closed without a positive outcome. It will also be that case that some of the crime numbers created following will require cancellation as a result of investigation to show that a crime was not committed. Additional analysis of positive outcomes performance has been commissioned by the Force Performance Board and will be discussed at the April meeting.
		b) To monitor the proportion of Community Resolution disposals	14.9%		The Force has recorded a total of 2,036 community resolutions this year, which equates to 14.9% of all Positive Outcomes over the

Strategic Priority Theme Three: Focus on those priority crime types and local areas that are most affected by crime and antisocial behaviour				
Measure		**Objective / Target**	**Performance**	**Insight**
				same period. **Please see bold text in section 3.3.a**
		c) To monitor the positive outcome rate for All Crime	20.4%	The positive outcome rate for All Crime is currently at 20.4% compared to 27.7% last year. **Please see bold text in section 3.3.a**

Strategic Priority Theme Four: Reduce the impact of drugs and alcohol on levels of crime and anti-social behaviour				
Measure		**Objective / Target**	**Performance**	**Insight**
4.1	The number of Alcohol-Related Crimes	a) To monitor the number of crimes and ASB incidents which appear to be Alcohol-Related	Crime 5,092 (7.6%) ASB 4,034 (13.6%)	The Crime Survey for England and Wales estimates that between 13% - 15% of All Crime and ASB is Alcohol-Related. The reported number of Alcohol-Related Crimes this year-to-date (according to NICL qualifiers in Niche) is 5,092, which equates to 7.6% of all recorded crime in the same period, while alcohol-related incidents account for 13.6% of all ASB incidents.
		b) To monitor the proportion of alcohol-related violent crime	3,079 (17.1%)	The proportion of Alcohol-Related Violence in Nottinghamshire year-to-date is 17.1%. The current level is less than half that is estimated nationally, based on findings from the Crime Survey for England and Wales.
		c) To monitor the number of violent crimes which appear to be Alcohol-Related in the NTE	1,310 crimes	There have been 1,310 Night-Time Economy VAP offences flagged on Niche as being alcohol-related this year, which accounts for 58.1% of all Night-Time Economy VAP.
4.2	Reoffending of drug-fuelled offenders in the IOM cohort	To monitor the number and seriousness of offences committed by drug-fuelled offenders in the IOM cohort		It is not possible to report on this measure under the current Integrated Offender Management data collection process.

Strategic Priority Theme Five: Reduce the threat from organised crime					
Measure		**Objective / Target**	**Performance**		**Insight**
5.1	The number of Proceeds of Crime Act (POCA) confiscation and forfeiture orders	a) A 10% increase in the number of orders compared to 2015-16	-16.8pp	●	The Force recorded 13 fewer Confiscation and Forfeiture Orders year-to-date compared to last year, this equates to a reduction of 6.8%, placing the Force nearly seventeen percentage points below the 10% increase target. **It should be noted that any decision to apply for an order is made by the Crown Prosecution Service and not the Police.** **A decision to grant an order is one for the court alone.** **An order is not granted until sentencing and in many cases there can be a gap of many months between point of arrest and an order being granted.** In the current year-to-date period the Force has recorded 19 offences of profiting from or concealing knowledge of the proceeds of crime. POCA orders will be generated from a number of other offences types however, not just from these. Performance information for the value of orders is currently unavailable.
		b) A 10% increase in the total value of all orders compared to 2015-16			
5.2	Force Threat, Harm and Risk (THR) assessment level	To reduce the Threat, Harm and Risk assessment below the 2015-16 level			**Organised Crime in Nottinghamshire: Strategic Position Statement – refreshed for January 2017.** Organised Crime Groups (OCGs) continue to present one of the priority external threats to policing in Nottinghamshire. OCGs have a direct and indirect involvement in a wide range of serious criminality including Drug Supply, Fraud, Violence, the Criminal Use of Firearms, Modern Slavery, Sexual Exploitation and Organised Acquisitive Crime. Foreign National OCGs are also becoming more evident as is Cyber enabled criminality. The criminal activities of OCGs impact upon confidence and satisfaction, community cohesion and police and partner endeavours to reduce crime and keep people safe from the risk of harm. In terms of the managing the threat posed by OCGs, each active

Strategic Priority Theme Five: Reduce the threat from organised crime				
Measure		**Objective / Target**	**Performance**	**Insight**
				group is assigned a Lead Responsible Police Officer and has a specific management plan aimed at mitigating or removing the threat. In accordance with National Intelligence Model guidelines, scrutiny and resourcing considerations are addressed via the Force's Tasking and Coordination process, to ensure a proportionate police and partner response.
5.3	Reported drug offences	To monitor the number of production and supply drug offences	578 offences	There have been a total of 578 production and supply drug offences this year, which is 5 fewer offences when compared to last year. The number of supply offences increased by 28 offences, while production offences reduced by 33.
5.4	The number of Cyber Crimes	To monitor the number of Cyber Crimes in 2016-17		***Information as per the previous report. Quarter three data will be included in the March report.*** In the first two quarters of 2016/17 the Force recorded 525 online crimes[6]. This equates to just over 1% of all recorded crime[7]. The majority of offences are violence without injury, with a large number of harassment offences being online crimes. There are also a number of offences in the Miscellaneous Crimes Against Society category which relate to the obscene publications act.

[6] *Online crime is as per the Home Office definition*

[7] *It is important to note that this does not include fraud offences as these are dealt with by Action Fraud.*

Strategic Priority Theme Six: Prevention, early intervention and reduction in re-offending				
Measure		**Objective / Target**	**Performance**	**Insight**
6.1	Reoffending of offenders in the Force IOM cohort	Monitor the number and seriousness of offences committed by offenders in the IOM cohort		***Information as per the previous report. Information is provided quarterly. The next update will be in the April report.*** Data from the Integrated Offender Management (IOM) Team Tracking Tool reveals that 121 nominals have entered the system since January 2016. Of these, 14 (11.5%) have since exited the programme. The average entry score for all nominals in the 12 months since January is 409.6, while the average exit score is 86.43. This reveals a reduction in risk score of -323 (-78.9% lower than the entry score). Two nominals were exited due to changes in their offending patterns and as such their exit score was not reduced as much as others and has had an 'outlier' effect on the aggregated scores. Nine nominals have exited with a risk score of less than fifty and three of these have exited with a risk score of zero. Mid-point scores for the January 2016 cohort are have now been calculated. The combined risk score for the cohort as the entered the IOM programme in January 2016 was 2,886. The mid-point scores (assessed in January 2017) for the same group of offenders is 351. This represents a significant 88% reduction in the risk score for this group over the 12 months that the group have been on the IOM programme. Since 2014 IOM has adjusted its focus towards threat, risk and harm, and this can clearly be observed in the rise in average entry scores from 298.9 previously to 409.6 since January 2016. The reductions in the severity score between entry and exit, and the mid-point scores for the January 2016 cohort strongly suggest that the IOM programme is successfully reducing threat, risk and harm in a cohort which is already 60% more risky than cohorts managed previously.

Strategic Priority Theme Six: Prevention, early intervention and reduction in re-offending				
Measure		**Objective / Target**	**Performance**	**Insight**
6.2	Youth Offender re-offending rates	To monitor re-offending rates and offending levels of Youth Offenders in the Youth Justice System (YJS)		Data from the Youth Offending Team (YOT) for the City show that 25.8% of youth offenders (102) within the cohort have re-offended in the last 12 months, with a re-offending rate of 0.65. Nationally, the latest data to 2011/12 shows an average re-offending rate of 35.5%. The 12 month picture is for the February 2015 – January2016 cohort of 395 youth offenders (City YOT only).
6.3	Community Resolutions for Youth Offenders	To monitor re-offending in Youth Offenders who have received a Community Resolution disposal	119	***Please note: the method use to report on this measure has been changed, therefore comparison to previously reported figures is not recommended.*** Based on the date detected, in the current year-to-date period 119 positive outcomes have been issued to youth offenders who had previously received a community resolution in 2015-16. This information is based on the offenders who were classed as 'youth offenders' (i.e. aged 17 or under) at the time that the original community resolution was given.

Strategic Priority Theme Seven: Spending your money wisely					
Measure		**Objective / Target**	**Performance**		**Insight**
7.1	Make efficiency savings	To make £12.0m saving by March 2017			**Latest position statement for January 2017.** The 2016/17 efficiency target in order to achieve a balanced budget is £12.0m. At present the Force is on track to deliver the £12.0m saving with indications from the recent Q3 forecast that we could have an underspend of £0.95m. There continues to be the on-going work between Finance and the Delivering the Future (DtF) team to constantly critically review all efficiency projects within the organisation to identify any possible risks or opportunities to delivering the year-end target.
7.2	Total number of days lost to sickness	a) 3.7% for officers (8.2 days)	5.43% (Officers)	🟡	The latest rolling 12 month (February 2016 to January 2017) sickness data for the Force has shown that officer sickness is 5.43% against the target of 3.7%. This equates to 12 days lost to sickness versus the target of 8.2 days. For the same period, staff sickness was 5.02% against the target of 3.7%. This equates to 11.1 days lost to sickness versus the target of 8.2 days.
		b) 3.7% for staff (8.2 days)	5.02% (Staff)	🟡	
7.3	BME representation	Increase BME representation within the Force to reflect the BME community	4.48%	🔴	BME headcount percentage is at 4.51% for Police Officers and 4.44% for Police Staff. This is below the 11.2% for Nottinghamshire resident population (2011 Census). The Force has recently launched Operation Voice, which is a positive action initiative designed to increase the diversity of our force, allowing us to better reflect and understand the communities that we serve. Operation Voice will play a key role in informing the upcoming Police Officer recruitment process.
7.4	Improve data quality and Compliance with national recording standards.	Compliance rate with national recording standard in respect of All Crime.			**Latest position statement for January 2017.** As discussed in the previous report the Force now has daily checks of closed incidents in place for priority incident types to ensure that compliance with NCRS is maintained going forwards. In addition the Business Case for the implementation of an NCRS

Strategic Priority Theme Seven: Spending your money wisely				
Measure		**Objective / Target**	**Performance**	**Insight**
				Compliance Team is going before the Force Executive Board for final approval on 27th February 2017. If approved, the team will be introduced from April 2017 and will be responsible for reviewing all crime related incidents, immediately after opening, to record crimes where the basic principles for doing so are met. Where there is insufficient information initially recorded to make a determination, incidents will be reviewed again for compliance if closed without a crime number. Processes will evolve and be regularly reviewed to ensure that excellent levels of NCRS compliance are consistently achieved and maintained. A recent audit of priority incident types (Burglary, Robbery, Sexual Offences, Rape, VAP, Vehicle, Knife, ASB & Hate/Domestic) has revealed an overall compliance rate of 96.1%, thereby providing reassurance that the interim arrangements put in place are achieving the required uplift in NCRS compliance. The Force are still due to be subject to a Crime Data Integrity Inspection by the HMIC at some point in the future. The HMIC visits are unannounced with forces being given three weeks' notice of their intention to arrive in force. The work already undertaken and proposed for the future puts Nottinghamshire Police in a strong position ahead of the HMIC inspection.
7.5	Manage Demand for Service with partners	Monitor the number of: a) Total Calls received at Control Room	45,316	The Force received 45,316 calls to the control room in January 2017, which is at expected levels.
		c) 999 calls per 100k Population	1,186	Of the calls to the control room, a total of 12,950 were 999 calls which is slightly lower than anticipated levels. This equates to 1,186 999 calls per 100k population.

For Information / Consideration / Comment / Decision (delete as appropriate)	
Public/Non Public*	
Report to:	**Strategic Resources and Performance**
Date of Meeting:	**16th March 2017**
Report of:	**Paul Dawkins**
Report Author:	**David Machin**
E-mail:	**David.Machin10991@Nottinghamshire.pnn.police.uk**
Other Contacts:	**Mark Kimberley**
Agenda Item:	09

Finance Performance & Insight Report for 2016/17 as at January 2017

1. Purpose of the Report

1.1 The purpose of this report is to provide an update on the projected financial outturn position against the key financial performance headlines for Nottinghamshire Police as at 31st January 2017 (Period 10).

2. Recommendations

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

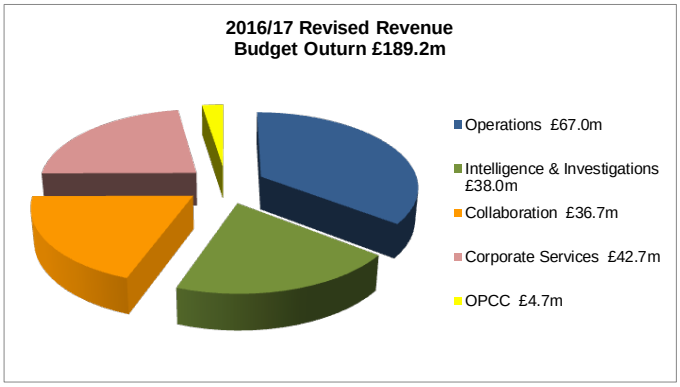
2.2 **Background**

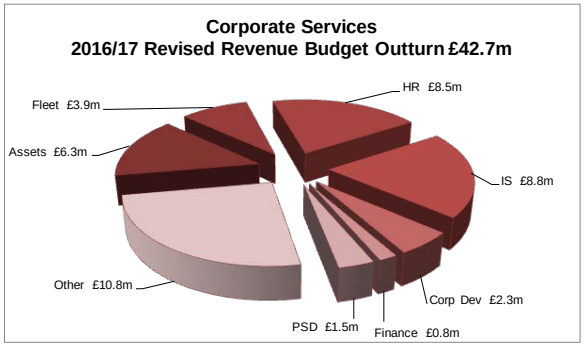
The full year net revenue budget for 2016/17 is £191,166k (as below). This is split the Force Budget £185,438k and the Office of the Police and Crime Commissioner (OPCC) £4,729k.

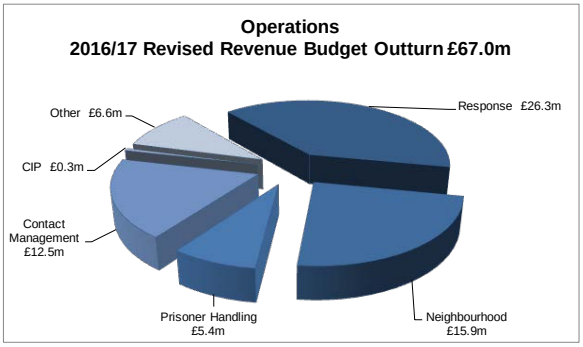
At the end of Quarter Three the revised outturn is:

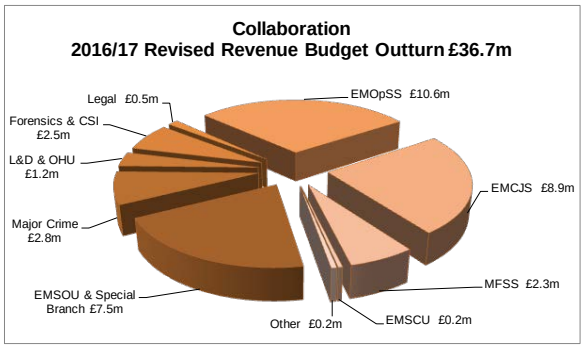
Entity	Budget £'000	Q1 Forecast Outturn £'000	Q2 Forecast Outturn £'000	Latest Forecast Outturn £'000	Variance to Budget £'000	Variance to Q1 £'000	Variance to Q2 £'000
Force	185,438	184,797	184,920	184,488	(950)	(309)	(433)
OPCC	4,729	4,729	4,729	4,729	-	-	-
	190,166	**189,526**	**189,649**	**189,216**	**(950)**	**(309)**	**(433)**

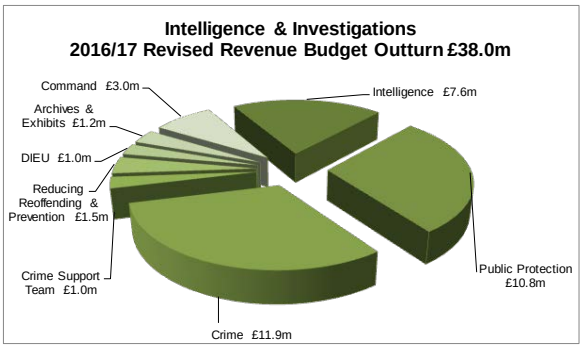
Analysis of the 2016/17 Revised Revenue Budget Outturn

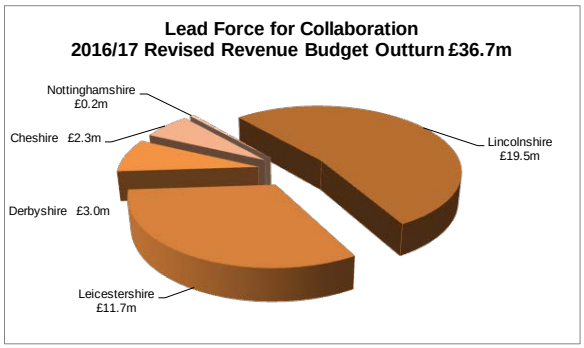


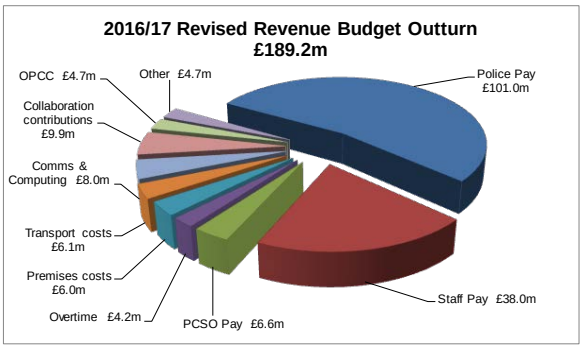












3. Reasons for Recommendations

3.1 To update the Chief Officer Team and the Office of the PCC on the Force's budgetary position for 2016/17 and complies with good financial management and Financial Regulations.

4. Summary of Key Points

Revenue

4.1 The Quarter Three review of revenue expenditure is forecasting an under spend in the Force budget of £950k with a projected revenue spend of £184,488k; and an on budget position within the OPCC of £4,729k. Appendix A provides a more detailed position.

It is assumed that any underspends within the OPCC will be transferred to OPCC's Commissioning reserve.

The table below shows the projected Force (including externally funded and seconded officers/staff) variances against the 2016/17 budget as at Quarter Three with analysis of the monthly movements and other potential changes to give a projected outturn position as at Period 10:

Nottinghamshire Police Total:
Q3 Forecast Variance Analysis Against the Original Budget

	Variance to Budget			
	£'000	**£'000**	**£'000**	**Note**
Pay & allowances				4.2
Police officer	(2,109)			
Staff	176			
PCSO	(1,112)			
		(3,045)		
Overtime				4.3
Police officer	62			
Staff	71			
PCSO	5			
		138		
Other employee expenses		25		
		(2,882)		
Premises costs	(3)			
Transport costs	(339)			4.4
Comms & computing	510			4.5
Clothing, uniform & laundry	(64)			
Other supplies & services	2,486			4.6
Collaboration contributions	1,253			4.7
Medical retirements	693			4.8
Capital financing	(703)			4.9
Other	920			4.10
		4,753		
Income		(2,821)		4.11
Provisional Q3 outturn		**(950)**		
Potential Period 10 changes		(100)		
Period 10 Projected Outturn		**(1,050)**		

The year to date saving of £2,669k against the forecast as shown in Appendix A is largely due to phasing of income from the Home Office, comms & computing and a reduction in the Venson's pence per mile (PPM) charges; externally funded and seconded officers of £1,831k; and undertaking monthly accruals in preparation for year end.

As at the end of January savings on staff pay & allowances, have largely been offset by overtime and savings across other lines of expenditure are phasing, although there are expected to be some reduced recharges in respect of Forensic charges therefore the expected outturn is an **Underspend of £1,050K,** this is slightly higher than the projected Quarter Three outturn; we remain on track to deliver the year end saving. **Period 10**

4.2 Pay & allowances

Police officer pay forecast for the year is £100,965k, which is a projected under spend of £2,109k against the original budget. This saving is in part due to maintaining the assumption for natural leavers at 4.5 FTE's per month for the final quarter which is in line with HR data following a review of leaver rates over recent years. However this is a potential risk if the leaver rate starts to reduce. It has been assumed in the forecast that those officers reaching their 30 years' service will leave, unless otherwise advised by HR. The balance is in part reflecting actual savings made to date. This has been partly offset by the cost of new officers at c£240k being a Cohort 41 of 7 officers in November; Cohort 42 of 10 officers in January; and 10 officer transferees in February. This saving is over and above the efficiency savings target of £9,230k included in the original budget. The forecast for 31st March 2017 based on the latest review is 1,771.6 FTE's core funded police officers and 1,846.0 FTE's in total (including seconded and externally funded). This is 68.9 FTE's lower than the budget which is in part due to closing 2015/16 with a lower number of officers (c20 FTE's), combined with the higher levels of natural leavers since in 2016/17 than anticipated.

Police staff and PCSO pay combined forecast for the year is £44,551k, which is a projected under spend of £936k against the original budget. This is predominantly due to PCSO's where we have continued to see an increase in leavers, combined with savings generated due to closing 2015/16 with a lower number of FTE's than anticipated. On the current glide path it is forecasted that at the 31st March 2017 PCSO's will be at 184.0 FTE's.

Additional savings have been realised through Bear Scotland payments which had originally been budgeted at £500k for the Force. Now that we have had several months of actual costs, we are forecasting a saving across staff and officers of c£100k.

At present some of the costs associated with the Niche capital project are under review, with the possibility that some agency staff costs may be

charged back to revenue. If this occurs this will be a risk to delivering the Quarter Three forecast.

4.3 Overtime

Overtime is forecasted to be a combined forecast for the year of £4,169k, which is a projected over spend of £138k against the original budget and largely reflects the year to date actual performance. This overspend is mainly due to a number of operations being the Forest Fields murder and Op Vermicular; and also reflects the impact of losing officers and staff over the first half of the year.

4.4 Transport costs

Transport costs forecast for the year is £6,125k, which is a projected under spend by £339k against the original budget. This is largely due to a virement to realign insurance costs of £450k to Other Supplies & services; partly offset by the by the quarterly review of insurance cost resulting in an increase of £137k based on the past three years average.

4.5 Comms & Computing

Comms & computing forecast for the year is £8,026k, which is a projected overspend of £510k against the original budget. The main element of the variance is due a virement relating to costs associated with the Agile Working Project of £792k these costs have been offset within income with funding from EMOpSS; Police Innovation Funding (PIF); and Collaboration contributions for IT costs for £276k relating to the MFSS which should have been budgeted there in the original budget. The year to date small overspend is largely due to reversal of year end accruals and phasing due to not undertaking monthly accruals; this is not a risk to delivering the year end forecast.

4.6 Other Supplies & services

Other Supplies & services forecast for the year is £3,682k, which is a projected overspend of £2,486k against the original budget. This overspend was mainly due to the virement for the transfer of intruder alarms £159k and realignment of insurance costs £450k; professional fees in EMSCU of £371k which have been offset within income; consultancy fees within projects of £224k for Tri-Force; increased insurance costs of £105k; and ESN project team of £90k; combined with the realignment of costs with externally funded projects of £1,066k which has been offset within income. The year to date position is due to not undertaking monthly accruals and externally funded cost which will be matched by income; this is not a risk to delivering the year end.

4.7 Collaboration

Collaboration costs forecast for the year is £9,940k, which is a projected overspend of £1,253k against the original budget. This is mainly due to a

virement from comms & computing costs of £276k relating to the MFSS; increased costs from the MFSS and the delay of the payroll project £318k; the migration to Fusion (Oracle cloud based solution) £260k and DMS upgrades £36k; increased Forensic charges £248k; and £90k for costs in relation to Tri-Force collaboration project team.

Forensic charges for both DNA and home office are expected to be lower than estimate.	**Period 10**

4.8 Medical retirements

Medical retirements costs forecast for the year is £4,687k, which is a projected overspend of £693k against the original budget. This reflects the estimated number of officers that could be potentially retired this year at 18.3 FTE's, compared to 11 FTE's in the budget.

4.9 Capital financing

Capital financing forecast for the year is £3,947k, which is a projected under spend of £703k against the original budget. This is due to £159k from the Minimum Revenue Provision (MRP) being lower than budgeted largely due to the lower 2015/16 capital programme; combined with a reduction in the long term interest costs due to reduced borrowings than was originally anticipated.

4.10 Other

Other costs forecast for the year is £6,210k, which is a projected overspend of £920k against the original budget. Approximately £738k of this over spend is due to virements within the camera safety project and offsets underspends across other lines of expenditure and additional income. The remainder is largely due costs associated with Op Kinic (EDL march) at £230k; increased PNC costs £39k; office equipment £28k; and interpreters fees £15k. This has been partly offset by savings in Quarter Three within custody on appropriate adult fees £63k and interpreters fees £47k.

4.11 Income

Income forecast for the year is £15,194k, which is projected to be £2,821k above the original budget. Approximately £2,033k of this variance offsetting costs above through virements and movements within externally funded projects. The remainder relates to £118k additional income from EMSCU; £150k for GPS tagging from the Ministry of Justice; £100k of police lead prosecutions (PLP) income; £77k for the management fee from the camera/speed awareness programme; £63k to cover two analyst posts; a one-off transfer of £63k from externally funded projects for community protection vehicles and mental health; £59k from Tri-Force collaboration

towards staff costs; £47k from Hate Crime income; £36k from vehicle recovery income; and £35k of vetting income. Income is ahead of forecast year to date largely due to the timing of receipts from the Home Office.

4.12 Efficiencies

The 2016/17 efficiency target in order to achieve a balanced budget is £12.0m. Finance and the DtF team are constantly reviewing all efficiency projects with the organisation to identify any possible risks or opportunities to delivering the yearend target. At present we are on track to deliver the £12.0m, however tight control of costs still needs to be maintained and all expenditure challenged to ensure the best use of resources, as if these efficiencies are not delivered then there is a risk to the year end.

4.13 OPCC

The OPCC is forecasting an on budget performance with an outturn of £4,729k. It is assumed that any under spend that may arise during the year will be transferred to the OPCC's Commissioning reserve at year end.

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 January 2017

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

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

Nottinghamshire Police
Revenue Budget Monitoring as at January 2017

NOTTINGHAMSHIRE POLICE
PROUD TO SERVE

	2016/17 Approved Budget £'000	Virements £'000	Opportunities / Risks £'000	Seconded & EF Projects £'000	Revised Budget £'000	Year to Date Budget £'000	Year to Date Expenditure £'000	Year to Date Variance £'000	Projected Over/ (Under)spend £'000	Movement from previous Month £'000
Operations										
City	37,371	51	(2,923)	-	34,499	28,546	28,524	(22)	(2,872)	19
County	35,605	50	(4,130)	-	31,525	25,893	25,665	(228)	(4,080)	(288)
Contact Management	12,874	12	(422)	-	12,463	10,324	10,392	68	(410)	(199)
Citizens in Policing	379	-	(32)	-	347	296	282	(14)	(32)	30
EMOpSS	9,417	17	1,141	-	10,576	8,491	8,507	16	1,159	25
Intelligence & Investigations	28,048	33	(1,897)	-	26,185	21,523	21,335	(188)	(1,864)	(268)
	123,693	**163**	**(8,262)**	**-**	**115,594**	**95,073**	**94,704**	**(369)**	**(8,099)**	**(680)**
Collaboration - Operational										
EMCJS	8,933	-	(26)	-	8,907	7,375	7,628	253	(26)	(218)
Forensics	2,478	-	45	-	2,523	1,657	1,676	19	45	-
CSI	1,428	-	(367)	-	1,062	864	899	35	(367)	(65)
Special Branch	802	-	15	-	817	684	632	(53)	15	-
Major Crime	2,819	-	28	-	2,846	2,248	2,288	40	28	53
EMSOU CID	2,819	-	(22)	-	2,797	1,348	1,469	121	(22)	14
TSU	632	-	12	-	645	346	308	(39)	12	-
EMSOU SOCU	2,372	34	(301)	-	2,105	1,767	1,828	62	(267)	(10)
	22,284	**34**	**(616)**	**-**	**21,702**	**16,289**	**16,727**	**438**	**(582)**	**(227)**
Corporate Services										
Assets	6,410	(28)	(129)	-	6,253	5,028	4,799	(229)	(157)	(45)
Fleet	4,226	(450)	84	-	3,859	2,958	2,400	(558)	(366)	-
Finance	843	-	(87)	-	756	617	591	(27)	(87)	(110)
Human Resources	8,880	54	(415)	-	8,519	6,605	6,601	(4)	(361)	(3)
Information Services	9,466	(240)	(440)	-	8,786	7,825	7,492	(333)	(680)	(160)
Corporate Development	3,013	35	(708)	-	2,340	1,897	1,783	(114)	(673)	54
Corporate Communications	617	-	(66)	-	551	442	405	(37)	(66)	(44)
Command	1,083	-	(334)	-	749	652	657	5	(334)	-
PSD	1,785	-	(334)	-	1,451	1,191	1,151	(40)	(334)	(35)
Procurement	692	(1)	(63)	-	628	531	500	(31)	(64)	-
MFSS	1,783	240	318	-	2,342	-	-	-	558	-
Central Codes	(2,523)	248	8,465	-	6,190	4,674	4,892	218	8,713	314
Other	893	42	1,730	-	2,665	4,038	3,771	(267)	1,772	526
	37,168	**(101)**	**8,023**	**-**	**45,090**	**36,460**	**35,042**	**(1,417)**	**7,922**	**497**
Collaboration - Corporate Services										
Learning & Development	760	(54)	54	-	760	380	634	254	-	-
EMSCU	240	(42)	(45)	-	153	183	91	(92)	(87)	-
Force Collaboration	214	-	(58)	-	155	13	134	121	(58)	-
HR Shared Services	-	-	-	-	-	-	(1)	(1)	-	-
IS Transformation	82	-	(39)	-	44	76	42	(35)	(39)	-
Legal	494	-	8	-	502	248	387	139	8	(23)
OHU	502	-	(15)	-	487	223	403	180	(15)	-
	2,293	**(96)**	**(95)**	**-**	**2,102**	**1,122**	**1,690**	**568**	**(191)**	**(23)**
Externally Funded	**(0)**	**-**	**0**	**-**	**-**	856	(395)	**(1,251)**	0	**-**
Seconded Officers	**-**	**-**	**-**	**-**	**-**	468	(112)	**(580)**	-	**-**
Force Total	**185,438**	**(0)**	**(950)**	**-**	**184,488**	**150,268**	**147,656**	**(2,612)**	**(950)**	**(433)**
OPCC	**4,729**	**-**	**-**	**-**	**4,729**	3,712	3,655	**(57)**	**-**	**-**
Group Position Total	**190,166**	**(0)**	**(950)**	**-**	**189,216**	**153,980**	**151,311**	**(2,669)**	**(950)**	**(433)**

Nottinghamshire Police
Revenue Budget Monitoring as at January 2017

NOTTINGHAMSHIRE POLICE
PROUD TO SERVE

	2016/17 Approved Budget £'000	Virements £'000	Opportunities / Risks £'000	Seconded & EF Projects £'000	Revised Budget £'000	Year to Date Budget £'000	Year to Date Expenditure £'000	Year to Date Variance £'000	Projected Over/ (Under)spend £'000	Movement from previous Month £'000
Pay & Allowances										
Police Officer	103,074	-	(2,048)	(61)	100,965	83,998	84,016	18	(2,109)	(200)
Staff	37,814	(3)	112	67	37,990	31,542	31,152	(389)	176	(112)
PCSO	7,673	3	(1,085)	(30)	6,561	5,548	5,587	39	(1,112)	-
	148,561	**(0)**	**(3,021)**	**(24)**	**145,516**	**121,087**	**120,754**	**(333)**	**(3,045)**	**(312)**
Overtime										
Police Officer	3,440	1	316	(255)	3,502	2,338	2,896	558	62	-
Staff	556	-	68	3	627	454	550	96	71	-
PCSO	35	-	5	0	41	35	36	1	5	-
	4,031	**1**	**389**	**(252)**	**4,169**	**2,827**	**3,482**	**655**	**138**	**-**
Other Employee Expenses	929	-	26	(1)	954	706	690	(17)	25	(15)
	153,521	**1**	**(2,605)**	**(278)**	**150,639**	**124,621**	**124,926**	**305**	**(2,882)**	**(327)**
Premises costs	6,027	23	(26)	-	6,024	4,813	4,564	(249)	(3)	33
Transport costs	6,464	(450)	146	(35)	6,125	4,854	4,532	(322)	(339)	-
Comms & computing	7,516	(283)	788	5	8,026	6,931	5,969	(962)	510	-
Clothing, uniform & laundry	466	(1)	(63)	-	403	343	330	(13)	(64)	-
Other supplies & services	1,196	450	1,099	938	3,682	1,720	3,447	1,727	2,486	15
Collaboration contributions	8,688	276	977	-	9,940	5,265	6,240	975	1,253	317
Medical Retirements	3,994	-	693	-	4,687	3,480	3,706	226	693	41
Capital Financing	4,650	-	(703)	-	3,947	3,113	3,071	(42)	(703)	-
Other	5,290	(4)	721	203	6,210	4,688	4,645	(43)	920	(106)
	44,290	**10**	**3,632**	**1,111**	**49,043**	**35,207**	**36,505**	**1,298**	**4,753**	**299**
Total Expenditure	**197,811**	**11**	**1,027**	**833**	**199,682**	**159,828**	**161,431**	**1,603**	**1,871**	**(27)**
Income	(12,373)	(11)	(1,977)	(833)	(15,194)	(9,560)	(13,774)	(4,215)	(2,821)	(406)
Force	**185,438**	**0**	**(950)**	**-**	**184,488**	**150,268**	**147,656**	**(2,612)**	**(950)**	**(433)**
OPCC	**4,729**	**-**	**-**	**-**	**4,729**	3,712	**3,655**	**(57)**	**-**	**-**
Group Position Total	**190,166**	**0**	**(950)**	**-**	**189,216**	**153,980**	**151,311**	**(2,669)**	**(950)**	**(433)**

Pd10 Capital expenditure

Appendix 1

	2016-17 Original Approved Budget inc. slippage £000	Slippage £000	(Under)/Over Spend £000	New Projects £000	Virements £000	Spend to date £000	Budget Remaining £000	2016-17 Forecast spend £000	
Estates Projects									
Access Control Improvement Works	327	-25				302	0	302	
Automatic Gates/Barriers - various	200	-200					0	0	Delayed start to project
Biomass Boilers	15						15	15	
Bridewell Refurbishment	588	-588				-10	10	0	Awaiting decision on option choices - accrual in 15-16 still awaiting clearance
Building Management replacement system	370	-348				22	0	22	Awaiting report on project
Bulwell Refurbishment	150		-150				0	0	Decision needed on this building - new business case written if required
Bunkered Fuel Tank Works	225	-225					0	0	Decision needed on best location due to tri-force
Byron House			87			87	0	87	Costs higher than budgeted
Carlton - EMAS Community Station	100		0		80	2	178	180	
CCTV (Non Custody)	13					6	7	13	
Custody Improvements	25					19	6	25	
DIU/Cyber	180					66	114	180	Likely saving
Eastwood Police Station Replacement		-100		140		1	39	40	New project approved by PCC - will not complete this year
FHQ External Street Lighting	160	-5				137	18	155	Slippage is retention monies
FHQ Kennels	569	-36			50	497	86	583	
FHQ Tanking to Property store	42		14			56	0	56	
Kirkby-in Ashfield shared services Hub	0			150		139	11	150	New project approved by PCC
Lift replacement - Mansfield	55	-55					0	0	Not practical to complete this year with other work underway
Lucerne/Themis	170					1	169	170	Likely saving
Mansfield - create open plan space	800	-700			-50		50	50	Possible saving once plans finalised
Mansfield Partnership Hub	0			90		90	0	90	New project approved by PCC
Newark - create open plan space	600		-520		-80		0	0	
Oxclose Lane Refurbishment	837	-225				301	311	612	
Radford Rd Kitchen & rest room	5						5	5	
Radford Road Lifts	54					3	51	54	
Response Hub - Ranby	220	-219				1	0	1	Possible saving - asbestos issues - negotiating with landlord for siting of modular building
Retford Shared Service base	5						5	5	
Southern Public Protection Refurb	30						30	30	
Tom Ball Retention	0		6			6	0	6	Old project for which we owed a supplier who went into liquidation
Watnall Road Response Hub	42	-30	40				52	52	Allows for heat recovery ventilation and storage space for response teams
West Bridgford 1st floor refurbishment	290	-290					0	0	Possible saving - use of building still to be determined
	6,072	**-3,046**	**-523**	**380**	**0**	**1,726**	**1,157**	**2,883**	
						60%			

	2016-17 Original Approved Budget inc. slippage £000	Slippage £000	(Under)/Over Spend £000	New Projects £000	Virements £000	Spend to date £000	Budget Remaining £000	2016-17 Forecast spend £000	
ICT Projects									
Airwave Device Replacement	22	-22					0	0	
Cloud Networking Migration	300						300	300	
Crime Recording (CRMS) A & E	23		-23				0	0	Niche achieved this aim
Desktop Virtualisation	173					-11	184	173	
Digital Investigations Unit Equipment	0			90		76	14	90	New project approved by PCC
EMRN Services onto PSN bearers	34		-34				0	0	Now part of a larger regional project
Exchange 2010	5						5	5	
Improvements to Digital Investigation Storage	336	-190				146	0	146	More storage to be purchased Oct '17
Intrusion - monitor & heal software	60		-20			14	26	40	Better prices have been achieved
Local Perimeter Security Enhancements	31		-10			8	13	21	Better prices have been achieved
Migrate to PSN	27		-27			-27	27	0	
Mobile Data Remote Working	524					243	281	524	
Network Infrastructure Improvements	350					74	276	350	
Regional Agile Working	998		-298			-152	852	700	The negative expenditure due to prior year adjustment
Regional ANPR	99						99	99	
Regional LAN Desk Merger development	458					41	417	458	
Regional Project Storage (DIR)	72						72	72	
Ring of Steel ANPR Cameras	210						210	210	
Sharepoint Portal	200	-100					100	100	Led by region
Storage Solutions	201					13	188	201	
System Centre Operation Manager (SCOM)	70						70	70	
Telephony Project	962				13	590	385	975	
Upgrade Audio Visual Equipment	46					4	42	46	
Upgrade Control Room SICCS Workstations	674	-100				92	482	574	Complexity of project causing delay
Windows 7	13				-13		0	0	
	5,888	**-412**	**-412**	**90**	**0**	**1,111**	**4,043**	**5,154**	
						22%			

	2016-17 Original Approved Budget inc. slippage £000	Slippage £000	(Under)/Over Spend £000	New Projects £000	Virements £000	Spend to date £000	Budget Remaining £000	2016-17 Forecast spend £000	
Other Projects									
Artemis Fleet Management	161		-161				0	0	No spend since Nov '15 hence project now complete
Bassetlaw/Broxtowe ANPR provision	50		-50				0	0	Project complete
Body Worn Video	113					110	3	113	
Chief Officer Team vehicles	30					29	1	30	
Digital Interview Recorders	18						18	18	
Evidence Storage - A & E	55	-55					0	0	
Firearms Cabinets & Access Storage	150	-80					70	70	
Niche	296		1,200			1,496	0	1,496	Further recoding to I&E required
Northern Property Store Increased Storage	300	-200					100	100	
Taser Deployment	0			61			61	61	New project approved by PCC
Tri Force Collaboration	0			3,076		6	3,070	3,076	As per Transformation bid
	1,173	**-335**	**989**	**3,137**	**0**	**1,641**	**3,323**	**4,964**	
						33%			
Total Programme	**13,133**	**-3,793**	**54**	**3,607**	**0**	**4,478**	**8,523**	**13,001**	
						34%			
							-3000	-3000	IT Slippage Risk / Potential Savings
							-500	-500	Estates slippage Risk
							5,023	**9,501**	
								47%	

For Consideration	
Public/Non Public*	**Public**
Report to:	**Strategic Resources & Performance Meeting**
Date of Meeting:	**16th March 2017**
Report of:	**Paddy Tipping Police Commissioner**
Report Author:	**Kevin Dennis**
E-mail:	**kevin.dennis@nottinghamshire.pnn.police.uk**
Other Contacts:	**Kevin Dennis**
Agenda Item:	**10**

UPDATE TO POLICE AND CRIME DELIVERY PLAN (2016-18)

1. PURPOSE OF THE REPORT

1.1 This report explains how the Commissioner intends to respond to the public and stakeholder consultation undertaken in 2016 and details further additions made to his Police and Crime Delivery Plan (2016-18).

2. RECOMMENDATIONS

2.1 That the Chief Constable agrees to implement the Force denoted actions detailed in Appendix A of this report.

3. REASONS FOR RECOMMENDATIONS

3.1 At the Police and Crime Panel meeting on 1st February 2016, the Commissioner presented his refreshed Police and Crime Plan for 2016-18.[a] Following his re-election in May 2016, at the September Police and Crime Panel meeting the Commissioner reported how he intended to deliver his seven new pledges. Revisions were made to the Strategic Framework of his Police and Crime Plan (2016-18) and new activities were introduced.

3.2 The Commissioner does not intend to refresh his Police and Crime Plan in its entirety until the new Chief Constable (who took office on 1st February 2017), has had chance to review, consider and advise the Commissioner on the strategic imperatives and activity required to take the Force forward. Therefore, this report provides details on the new strategic activities to be added to his current Police and Crime Delivery Plan (2016-18) arising from the public and stakeholder consultation undertaken in 2016 and findings of the Police and Crime Needs Assessment.

3.3 All activities will be advanced and monitored until implementation. It is envisaged that the Commissioner's new Police and Crime Plan with new themes will be

[a] http://www.nottinghamshire.pcc.police.uk/Document-Library/Public-Information/Police-and-Crime-Plan/Refreshed-Plan-2016-2018/Police-and-Crime-Plan-2016.pdf

submitted to the Panel in February 2018 for implementation on 1st April 2018 to 31st March 2021.[b]

4. Summary of Key Points

4.1 The Police Reform and Social Responsibility (PR&SR) Act 2011 places a statutory duty on the Commissioner to publish a Police and Crime Plan for his policing area. Section 5(1) of the PR&SR Act 2011 requires the Commissioner to 'issue a Police and Crime Plan within the financial year in which each ordinary election is held'. In this respect, the Commissioner has chosen to re-issue his existing Plan previously submitted to the Police and Crime Panel on 1st February 2016; albeit with additional strategic activities to support his new pledges.

4.2 For example, rather than refresh the Plan in its entirety, the Commissioner informed the Police and Crime Panel in September 2016 that he had chosen to refresh the Strategic Framework (activity section) of the Plan (*Appendix B pages 44 to 45 refer*) to ensure that action is undertaken to fulfil his seven new pledges.

4.3 The Strategic Framework lists a range of activities which support the Commissioner's seven existing strategic themes. The Commissioner intends to retain these seven themes until the Plan is fully refreshed for implementation in April 2018.

4.4 In addition, following consultation and the findings of the Police and Crime Needs Assessment[c] undertaken in 2016, in particular, the stakeholder holder events held on 9th and 15th December, in response to emerging risks, new activities have been identified and added to the existing Police and Crime Delivery Plan (2016-18). **Appendix A** of this report details to the additional activities and the rationale.

Delivery Plan

4.5 The refreshed Strategic Framework will be program managed and subsequently reported to the Panel as and when each of the seven strategic themes are reviewed as specified in the Panel's work plan. Each strategic activity is assigned a lead officer which may be one of the Commissioner's staff, a Partner or the Force (denoted by a C, P or F in the activity reference). Each of the seven new pledges has been assigned to a strategic lead who will take responsibility for the effective delivery of the actions.

5. Financial Implications and Budget Provision

5.1 Financial implications and budget provision has been highlighted in a separate draft Budget Report 2017-18.

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[b] *The next PCC election will be in May 2020 and PCC Police and Crime Plans should run on year beyond this.*

[c] *http://www.nottinghamshire.pcc.police.uk/Document-Library/Public-Information/Newsletters-and-Publications/CONSULTATION-DRAFT-Nottinghamshire-Police-and-Crime-Needs-Assessment-201....pdf*

6. Human Resources Implications

6.1 None in relation to this report.

7. Equality Implications

7.1 None that are affected by this report.

8. Risk Management

8.1 None in relation to this report.

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

9.1 This report amends the Strategic Activities of the Commissioner's Police and Crime Plan (2016-18).

10. Changes in Legislation or other Legal Considerations

10.1 None in relation to this report.

11. Details of outcome of consultation

11.1 The Commissioner has revised his Police and Crime Delivery Plan (2016-18) to include additional strategic activities in response to consultation and stakeholder events. The Deputy Chief Constable has been consulted on this report and feedback taken into consideration.

12. Appendices

12.1 APPENDIX A – New Activities for Inclusion in the Commissioner's Police and Crime Delivery Plan (2016-18)

13. Background Papers (relevant for Strategic Resources and Performance Meeting)

- Nottinghamshire Police and Crime Plan (2016-18)

For further information please contact:

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APPENDIX A

NEW ACTIVITIES FOR INCLUSION IN THE COMMISSIONER'S POLICE AND CRIME DELIVERY PLAN (2016-18)

THEME 1: PROTECT, SUPPORT AND RESPOND TO VICTIMS, WITNESSES AND VULNERABLE PEOPLE

Ref	Lead Officer	Strategic Activity	RAGB STATUS
	Nottinghamshire Police	**Undertake an end to end review of sexual offence recording and outcomes to determine whether victims are satisfied with process. This work will be completed as part of Force's Quality of Service programme.**	
1	Rationale	**SEXUAL VIOLENCE AND ABUSE** Nottinghamshire closes more sexual offences as 'prosecution not in the public interest' than other forces in the region and nationally. When an offender is charged, Crown Prosecution Service data reveals that conviction rates are in line with the region and are better than the national average. Critical resourcing decisions are also required in response to the continued increase in the reporting of historic sexual offences.	
	Nottinghamshire Police	**Review and promote referral pathways across key areas of hidden harm through the Forces Quality of Service programme.**	
2	Rationale	**HIDDEN HARM – LACK OF CLARITY RE. PATHWAYS OF SUPPORT** The levels of identified low volume / high impact hidden harm are increasing – including offences such as Modern Slavery, FGM and honour based violence. The response and referral pathways are not always clear to agencies on account of the infrequent nature of reporting. Further work is required to clarify and promote these pathways of support among safeguarding agencies and ensure adequate service provision is in place in response to the cases identified • Review and promote referral pathways across key areas of hidden harm • Improve alignment of responses across city and county • Review needs and service provision in response to cases identified	

THEME 2: IMPROVE THE EFFICIENCY, ACCESSIBILITY AND EFFECTIVENESS OF THE CRIMINAL JUSTICE PROCESS

Ref	Lead Officer	Strategic Activity	RAGB STATUS
	Nottinghamshire Office of the Police and Crime Commissioner	**Review the Commissioner's current Police and Crime Plan Performance Framework**	
1		**DATA INTEGRITY – IMPLICATIONS FOR PERFORMANCE / OVERSIGHT** On-going improvements in NCRS compliance, increases in confidence to report crime and changes in crime categories have rendered measures of 'total crime' problematic as an indicator of performance. • Consider shift towards measures of satisfaction and crime outcomes • Consider use of broader assessments such as PEEL • Consider triangulating data sets to better gauge trends across specific crime types – e.g. A&E, CSEW, other survey data • Align new performance framework with HMIC PEEL Inspection Framework and principle of its Quality of Service framework • Take account and align with Safer Nottinghamshire Board and Nottingham Crime and Drugs Partnership performance framework	

THEME 3: Focus on Priority Crime Types and Those Local Areas That are Most Affected By Crime and ASB

Ref	Lead Officer	Strategic Activity	RAGB STATUS
	Nottinghamshire County Council	**Implement the outcome of the review of Analyst posts for County Community Safety Partnerships and enhance working**	
1	Rationale	**PARTNERSHIP WORKING AND COLLABORATION** The Stakeholder event revealed scope across CSPs to reduce duplication and work in a more integrated way across the wider force area. The county also stated that they were 'open to discussions' about how their Analyst post could be better utilised.	

THEME 6: PREVENTION, EARLY INTERVENTION AND REDUCTION IN REOFFENDING

Ref	Lead Officer	Strategic Activity	RAGB STATUS
1	**Chair of Serious and Organised Crime Board**	**Consider and implement ways in which the prevalence of knife crime can be reduced through early intervention and education with children and young people**	
	Rationale	**KNIFE CRIME / POSSESSION – PREVENTION AND ENFORCEMENT** The rise in culture of knife possession remains a significant concern for partners and a clear risk to public safety and feelings of safety. • Explore the roll out of prevention and awareness raising programmes • Chief Constable to consider retaining the operational knife crime team • Support a reconvened multi-agency problem solving summit	
2	**Nottinghamshire Police**	**Work closely with partners to ensure that the IOM review is completed and a refreshed partnership model is developed and implemented**	
	Rationale	**OFFENDER MANAGEMENT – ESP. IOM** Changes brought about by the 'Transforming Rehabilitation Agenda' continue to be of significant concern to partner agencies, specifically the lack of local performance data for National Probation Service and DLNR Community Rehabilitation Company. Reducing offending data is unlikely to be made available until the Autumn of 2017. In addition there has been an absence of a robust partnership performance data for the IOM scheme some time. DLNR CRC is leading a review of IOM Scheme with funding provided by the Police and Crime Commissioner. • Continue to support the review of IOM and development of a new partnership performance framework . • Evaluate the current use of GPS tags and consider the purchase of additional tags. • Work closely with partners to ensure the IOM review is completed and a refreshed partnership model is developed and implemented	

THEME 7: SPENDING PUBLIC MONEY WISELY

Ref	Lead Officer	Strategic Activity	RAGB STATUS
1	**Nottinghamshire Police/Nottinghamshire OPCC**	**Work with Partners to develop and implement a comprehensive strategy to better manage demand through prevention, building shared capacity and capability.**	
	Rationale	**NO COMPREHENSIVE STRATEGY FOR MANAGING DEMAND** A range of activities are underway to improve the way crime and community safety demand is managed, however this is largely being done from a single agency perspective. There are opportunities to develop an overarching demand management strategy. Within the Force Quality of Service Programme a systematic review of service provision will occur and this will incorporate the following activities: • Analysing the type and nature of police and relevant partnership demand to determine how such demand should be responded to having regard to available shared resources. • Explore ways in which repeat demand can be reduced by early preventative interventions and better use of technology's • Make recommendations in regards to the level of resilience and capacity of Volunteers and Special Constables. • Consider future service provision related to investigations to ensure that resources are more effectively utilised. • Develop a communications strategy that seeks to better manage public expectations with regard to changes in service provision and priorities	
2	**Nottinghamshire Police**	**Explore and implement ways in which the workforce levy and Apprenticeship opportunities can be utilised locally and or regionally to advance BME representation within the Force(s) for school leavers**	
	Rationale	**BME REPRESENTATION AND DISPARITIES IN SERVICE OUTCOMES** Establishing a representative workforce remains a significant challenge for Nottinghamshire Police given limited recruitment. There are also opportunities to develop a more detailed analysis of disparities in outcomes across different demographic groups. • 26% of Police Cadets are from BME communities. • 70% of applicants passing national assessment at 60% pass mark are graduates • 70% of BME Applicants highest qualification is 5 GCSE level	

		• The Apprenticeship scheme provides a good opportunity to establish a pathway from school to police service for BME • Further explore school leaver apprenticeship opportunities • Local review of disparities in service outcomes [Lammy Review]	

For Consideration	
Public/Non Public	**Public**
Report to:	**Strategic Resources & Performance**
Date of Meeting:	**16 March 2017**
Report of:	**The Chief Executive**
Report Author:	**Alison Fawley**
E-mail:	**alison.fawely@nottscc.gov.uk**
Other Contacts:	
Agenda Item:	**11**

WORK PROGRAMME

1. Purpose of the Report

1.1 To provide a programme of work and timetable of meetings for the Strategic Resources and Performance meeting

2. Recommendations

2.1 To consider and make recommendations on items in the work plan and to note the timetable of meetings

3. Reasons for Recommendations

3.1 To enable the meeting to manage its programme of work.

4. Summary of Key Points

4.1 The meeting has a number of responsibilities within its terms of reference. Having a work plan ensures that it carries out its duties whilst managing the level of work at each meeting.

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 This report meets the requirements of the Terms of Reference of the meeting and therefore supports the work that ensures that the Police and Crime Plan is delivered.

10. Changes in Legislation or other Legal Considerations

10.1 None as a direct result of this report

11. Details of outcome of consultation

11.1 None as a direct result of this report

12. Appendices

12.1 Work Plan and schedule of meetings

Strategic Resources and Performance Meeting Work Programme

	25 MAY 2017, 10am		
	CHAIRS MEETING		
	Force report on Code of Ethics policy and procedure compliance and assurance	Annually June	
	Force report on Staff Surveys	Annually May	
	Force report on Estates Strategy / changes to estate / closure programme / sales etc	Annually May	
	Force provide updates on Information Technology strategy and outcomes	Annually May	
	Force report on Health and Safety monitoring together dip-sampling recommendations and implementation of actions and lessons learned	Annually June	
	Chief Constable's update report	Every other meeting	Force
	Standard items:-		
	Performance Scorecard – Executive Summary	Every meeting	Force
	Updates on Medium Term Financial Plan	Every meeting	OPCC
	Revenue Budget Monitoring and Capital Budget Monitoring	Every meeting	Force

	Items to be scheduled		
	Insurance Tender Process Reports	Every 4 years next due 2019	
	Annual presentation SNB	Annually Q2 /Q3	Nicola Wade
	Annual presentation CDP	Annually Q2 /Q3	Nicola Wade