

STRATEGIC RESOURCES & PERFORMANCE MEETING

Thursday 25 May 2017 at 10.00 am
The Chappell Room, Gedling Borough Council,

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

- 1 Apologies for absence
- 2 Declarations of Interest
- 3 Minutes of the previous meeting held on 16 March 2017
- 4 Code of Ethics - update
- 5 Nottinghamshire Police People Survey
- 6 Estates Strategy and Update on Estates Rationalisation
- 7 Force Update on Information Technology Strategy and Outcomes
- 8 Health and Safety Update
- 9 Community Safety Funding 2017-18

- 10 Performance & Insight Report
- 11 Capital Out-turn and Slippage 2016-17
- 12 Provisional Out-turn Report for 2016-17
- 13 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@nottsc.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 THURSDAY 16 MARCH 2017
AT NOTTINGHAMSHIRE COUNTY COUNCIL, WEST BRIDGFORD,
NOTTINGHAMSHIRE NG2 7QP
COMMENCING AT 10.00AM

MEMBERSHIP

(A – denotes absence)

Paddy Tipping – Police and Crime Commissioner
Kevin Dennis – Chief Executive, OPCC
Charlie Radford – Chief Finance Officer, OPCC
Craig Guildford – Chief Constable, Nottinghamshire Police
A Paul Dawkins – Assistant Chief Officer, Finance

OTHERS PRESENT

Alison Fawley – Democratic Services, Notts County Council
Mark Kimberley – Head of Finance, Nottinghamshire Police
Tim Spink – CDP
Candida Brudenell – CDP
Dave Walker – CDP
Katy Follows – CDP
Val Lunn – Women's Aid
Novlet Holness – Nottingham Rape Crisis Centre

PART A

A presentation by Nottingham Crime & Drugs Partnership

Members of the Nottingham Crime & Drugs Partnership gave a presentation which reflected on the past year, demonstrated how funding from the Office of the Police and Crime Commissioner had been used and discussed plans for the future in a difficult financial climate. A copy of the presentation is attached.

During discussion and answering questions, the following points were raised:

- There was a strong joint working relationship between the partners which was instrumental in delivering services particularly when budgets and funding were under pressure.
- Team costs might be an area for reviewing especially when considering budget pressures.
- It was difficult to use national crime recording data as it changed frequently and the Partnership felt that sometimes it clouded the issue when they were trying to see what the issues were. The issues identified were not always those that were a key focus for the Police.
- There was a debate to be had about what the crime figures really meant and how the work of the Partnership could contribute to a preventative approach.

The Commissioner thanked the members from the Nottingham Crime and Drugs Partnership for their interesting presentation and debate.

PART B

APOLOGIES FOR ABSENCE

None.

DECLARATIONS OF INTEREST

None.

MINUTES OF THE PREVIOUS MEETING HELD ON 9 NOVEMBER 2016

Agreed.

CHIEF CONSTABLE'S UPDATE REPORT

The Chief Constable introduced the report which updated members of the Strategic Resources and Performance Board of the significant events and work that had taken place since the previous update in September 2016.

He thanked colleagues and partners, in particular Sue Fish and Simon Torr, for the comprehensive induction programme he had received. A new deputy chief constable had been appointed and work was in progress to fill the vacant assistant chief constable post.

During discussions the following points were raised:

- The Chief Constable highlighted the areas where good feedback had been received in the HMIC Inspection in particular organised crime and protection of the vulnerable.
- He had visited most areas of the Force including front line to familiarise and pick up on issues and had a clear idea of his priorities to develop policing with partners, communities and staff.
- Investment in recruitment in 2017-18 will help provide the diverse skills to enhance the service. The Force would also look at how internal opportunities may be

created to retain staff and would consider how it could benefit from the recent changes to apprenticeships.

- The Chief Constable would be engaging with HMIC to further understand the inspection report as some of the field work was a snap shot in time and possibly not a true reflection. A review would be undertaken to ensure that all action points had been addressed.

RESOLVED 2017/006

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

ENVIRONMENTAL MANAGEMENT PERFORMANCE

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

He highlighted the following points:

- Carbon emissions had reduced by 26% and was progressing towards the target of 30% which it was expected to achieve within the next 12 months.
- A number of projects had been carried out by Estates department to reduce energy consumption and these included installing PV panels to generate electricity, biomass boilers, and installation of LED lighting both internally and externally, loft insulation and double glazing.
- The Estate rationalisation programme had also contributed to reducing energy usage by relocating to a smaller building or by closing buildings and not replacing them and will continue to do so in future years.
- A project was being developed to replace boiler and building management systems and was expected to start in 2018.
- Carbon emissions from vehicles continued to reduce through better engine efficiency and lower car use.

RESOLVED 2017/007

That the contents of the report be noted.

EQUALITY, DIVERSITY AND HUMAN RIGHTS PERFORMANCE AND MONITORING

The Chief Constable introduced the report which informed the Strategic Resources and Performance Board of the progress of Nottinghamshire Police in the areas of Equality, Diversity and Human rights.

The report highlighted that four key equality objectives had been identified and adopted and work on each objective was led by a designated member of the Chief Officer team. Progress was monitored by the Equality, Diversity and Human Rights Strategy Board on a quarterly basis. Significant areas of work included stop and search; hate crime; mental health; Positive Action initiatives, EDI training; engagement at community events and the Cadet Scheme.

A copy of the annual Equality and Diversity Information Report was attached as an appendix and contained details of the information gathered and used to inform progress towards meeting the public sector equality duty.

RESOLVED 2017/008

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

WORKFORCE PLANNING

The Chief Constable introduced the report which provided an update on the police officer and police staff numbers as at January 2017.

During discussion and answering questions, the following points were raised:

- The number of PCSOs had seen a further reduction of 10 fte but of those leavers six had rejoined as new student officers and 2 had transferred to other police staff roles.
- Recruitment of up to 16 PCSOs was planned for April 2017 with the aim of maintaining the establishment at 200 fte.

RESOLVED 2017/009

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

PERFORMANCE AND INSIGHT REPORT

The Chief Constable introduced the report which informed the Police and Crime Commissioner of the key performance headlines for Nottinghamshire Police for the period 1 April 2016 – 31 January 2017.

RESOLVED 2017/010

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

FINANCE PERFORMANCE & INSIGHT REPORT FOR 2016-17 AS AT JANUARY 2017

Mark Kimberley introduced the report which provided an update on the projected financial outturn position against the key financial performance headlines for Nottinghamshire Police as at 31 January 2017.

He highlighted that revenue expenditure was forecasting an underspend in the Force budget and that the OPCC was on budget. He confirmed that the efficiency target of £12m was on track but a tight control of costs needed to be maintained and all expenditure challenged to ensure the best use of resources as if the efficiencies were not delivered there would be a risk to the year-end outturn.

RESOLVED 2017/011

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

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

Kevin Dennis introduced the report which explained how the Commissioner intended to respond to the public and stakeholder consultation undertaken in 2016 and detailed additions to his Police and Crime Delivery Plan (2016-18).

RESOLVED 2017/012

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

WORK PROGRAMME

Kevin Dennis introduced the report which outlined the timetable of meetings for the Strategic Resources and Planning meeting.

He informed members that the schedule was currently under review to align all OPCC meetings.

RESOLVED 2017/0013

That the report be noted.

The meeting closed at 12.15

CHAIR

For Information	
Public	
Report to:	Strategic Resources and Performance Meeting
Date of Meeting:	25th May 2017
Report of:	Chief Constable Guilford
Report Author:	Superintendent Matthew McFarlane
E-mail:	matthew.mcfarlane@nottinghamshire.pnn.police.uk
Other Contacts:	
Agenda Item:	4

Code of Ethics – Update

1. Purpose of the Report

- 1.1 To update PCC of progress in embedding the Policing Code of Ethics within Nottinghamshire Police.

2. Recommendations

- 2.1 That the meeting notes the update and progress made.

3. Reasons for Recommendations

- 3.1 To update PCC of progress made.

4. Summary of Key Points

- 4.1 The Policing Code of Ethics was introduced by the College of Policing and approved by Parliament on 15th July 2014.
- 4.2 It was for each force to undertake action to effectively embed the Code within activity locally. In Nottinghamshire the lead Command Officer is DCC Rachel Barber, Operational lead is Supt Matthew McFarlane, supported in the work by T/Insp Claire Rukas
- 4.3 An implementation plan to introduce the Code of Ethics into Nottinghamshire Police was delivered.
- 4.4 The strategic direction for the work of embedding the Code within Nottinghamshire included:
- Clear personal leadership from Command regarding the importance of the Code;
 - The Code would be recognised as an expansion to detail within the Professional element of our existing PROUD values. It does not replace those values;
 - The Code would be applied to decision making – in whatever context those decisions are made. It would not be approached in a ‘tick box/audit’ manner.

- 4.5 Key work within the implementation plan included:
- Communicating the Code individually to all members of Nottinghamshire Police staff;
 - An ongoing communication plan to raise awareness of the Code, including items such as 'ethical dilemmas' on the force intranet. Further communication has been conducted on the first anniversary of the Code;
 - Briefing senior managers on the Code;
 - Incorporating the Code explicitly within relevant training;
 - Incorporating the Code explicitly within management development, also within promotion processes;
 - Including the Code within recruitment and also induction processes;
 - Identifying business area leads across all business areas of Nottinghamshire Police, to embed the Code within the activity of each area;
 - Developing the Force Professional Standards, Integrity & Ethics Board to explicitly include and consider ethical issues;
 - Ensuring the Code is at the heart of decision making within Nottinghamshire Police, (recognising the position of the Code at the centre of the National Decision Making Model). This includes action such as explicitly including the Code within Policy logs;
 - Maintaining contact with the College of Policing and regional forces to share best practice;
 - Interactive sessions with management teams on the Code, including how to practically apply it to decision making within situations.
- 4.6 During the HMIC fieldwork for the PEEL programme inspection on efficiency, legitimacy and leadership in May 2015, the debrief from HMIC reported *"Staff have a good understanding of the vision of the Chief officers in respect of PROUD and can articulate what is expected of them. They understood that the code of ethics and PROUD were the same thing within the force. In addition they considered it essential that they displayed the ethos and values of PROUD at all times"*.
- 4.7 Since 2015, we moved to the next phase of embedding the Code. This included a review of work from other forces suggested by College of Policing for best practice. A programme of communications, involving ethical dilemmas on the force intranet was undertaken in 2015. This included a weekly dilemma to encourage staff to consider and apply the Code of Ethics to.
- 4.8 The HMIC PEEL inspection on Police legitimacy in 2016 assessed Nottinghamshire Police as good overall. In overview, the report states *'The force continues to reinforce the importance of treating people with fairness and respect and to ensure that its workforce behaves ethically and lawfully'*. On the area of ensuring that its workforce behaves ethically and lawfully, Nottinghamshire was assessed as good. The report states *'Nottinghamshire Police continues to ensure that its workforce behaves ethically and lawfully'*.

There is an ethical culture and the workforce understands what serious corruption is and how to report it'. The report also states 'Nottinghamshire Police continues to reinforce the importance of treating people with fairness and respect through its PROUD values'.

- 4.8 Continuing work includes a rolling programme of communication for 2017, with scheduled activity throughout the year included in the communications plan. Links with College of Policing and NPCC are maintained for best practice. Updates from the other four regional forces have been requested in May 17. The focus of the continuing work is on reinforcing the position of the Code at the heart of the NDM. The Code will be explicitly included in training for the force uplift of Taser, with 150 officers to be trained in 2017. It is already included in the IPLDP programme for student officers and on the transferee courses.
- 4.9 This is part of the wider activity to create and maintain an ethical culture with Nottinghamshire Police, which includes:
- **PROUD values** – launched in June 2012, well embedded and understood by staff. These have been affirmed by Chief Constable Craig Guildford;
 - **Stonewall Workplace Equality Index** – Force has made great progress in this, moving from rank 167 (2015) to 64 (2016) to 35 (2017). That places us as 5 out of 33 in our sector. This is an independent assessment of fairness issues within the organisation.
 - **Delivering the Future & Ongoing Change Programme.** Extensive consultation and involvement of staff at all stages of the work, including design champions, focus groups, research, tabletop exercises, business cases and feedback, briefings and communications;
 - **Management training & development.** QUEST programme, Shaping conversations training, use of 360 feedback (mirror, mirror), promotion processes based upon PROUD values;
 - **PSD engagement & prevention strategies.** Very clear messages to staff on the issue of abuse of authority for sexual conduct. Standards, Integrity & Ethics board, communication re hearing & meeting outcomes, welfare support, annual integrity health check, early intervention programme, counter corruption plan, divisional & department SPOCs, force wide focus groups, on line chats, organisational learning, rapid resolution, reduced use of formal notices, internal integrity digest, training events for senior managers, supporters scheme, substance misuse & alcohol screening, 'It started with a kiss' programme;
 - **Integrity Matters.** Newsletter and use of force intranet covering a range of issues – drink & drugs testing, avoiding complaints, dealing with risk, misuse of identity cards, hearing & meeting outcomes, message from deputy PCC, etc.;

- **Chief Officer Selection** – involvement of staff panels and also community members in selection processes for ACC, CC, DCC and next ACC post.
- **Ncalt corruption training.**
- **People Survey.** In 2014 re PSD perceptions. 900 officers and staff participated with key recommendations developed from the results and actioned. In 2015 & 2016 was widened out to People survey.
- **People Board.** A whole range of activity that contributes to staff wellbeing:
 - Emotional: CIC (Employee Assistance Programme provider), Professional support (mandatory counselling), Notifiable Associations, Working in partnership with Trade Unions and Staff Associations, Mediation, Support Networks, Outplacement support service, Debt Counselling, Federation, GMB, UNISON
 - Physical: Gymnasiums, OHU, Health checks, Sports and Social club, Health & Safety Reporting System, Website '*Working well for East Midlands Forces*', Reasonable adjustments, Police treatment centre, Eye check-ups, Publicising and support for *Movember*, Physiotherapy, Stress guidance, Hearing tests, First Aid suites, Dedicated Health & Safety team, Trained display screen equipment assessors, Trained First Aid at Work individuals, Prayer Rooms
 - Culture: People Board, Annual Leave, Coaching and mentoring opportunities, Meet the Chief events, Recognition awards and commendations, Departmental meetings, Intranet, Internet access for all, Gender Agenda, Grievance Policy
 - Financial: Sick pay, Sick pay appeal panel, Police Mutual, Police Officer/Staff discount schemes, Group Insurance Scheme, LGPS pension scheme /AVCs, Cycle to work scheme, Debt management – vetting review
Child Care Benefit Scheme, Approach to business interests
 - Surveys: Staff survey (Durham University Business School), Work and wellbeing survey (University of Nottingham), Supts Association survey
 - Line Management Support: 1 to 1 meetings, Approach to PDRs, Return to work meetings, Written Improvement Notices, Shaping Conversations programme, Family friendly policies and procedures, Welfare visits

4.10 The national situation regarding Ethics Committees is varied – with several different approaches being taken across the country. Supt McFarlane and Insp Rukas have both attended national events organised through the College of Policing, to keep up to date regarding the national picture. Many

forces do not have an external Ethics Committee. Where they do exist, external Ethics Committees are advisory. Some issues with them are:

- identifying sufficient matters for them to consider;
- a lack of clarity regarding the value they add by discussing matters; and
- the costs and administration required to support them.

Within Nottinghamshire, consideration of specific ethical issues is now included within the force Professional Standards, Integrity & Ethics Board. The first ethical issue considered at the Board was the offer of free transport for officers and uniformed staff by Nottingham transport companies. The issues involved were considered against the nine elements of the Code. The view of the Board is that the arrangement is ethical.

5. Financial Implications and Budget Provision

5.1 Not applicable – work conducted within mainstream activity.

6. Human Resources Implications

6.1 The Code applies to all staff, and is applicable to all HR decisions.

7. Equality Implications

7.1 The Code is an essential element in continuing to demonstrate legitimacy to all communities.

8. Risk Management

8.1 No risks identified within this report

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

9.1 The activity updated on is consistent with existing priorities.

10. Changes in Legislation or other Legal Considerations

10.1 The Code of Ethics applies to all England & Wales Police forces.

11. Details of outcome of consultation

11.1 Not applicable to this update

12. Appendices

12.1 None attached

For Consideration / Comment / Decision	
Non Public	
Report to:	Strategic Resources & Performance
Date of Meeting:	25 th May 2017
Approval of PCC required?	YES/NO (please delete as appropriate)
Report of:	HR
Report Author:	Ian Hebb, Senior Partner - Leadership and Management Development
E-mail:	ian.hebb10959@nottinghamshire.pnn.police.uk
Other Contacts:	Denise Hill, Head of HR denise.hill16559@nottinghamshire.pnn.police.uk
Agenda Item:	

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

NOTTINGHAMSHIRE POLICE – PEOPLE SURVEY

1. Purpose of the Report

1.1 To share the results from the 2016 People Survey and update on the proposed actions.

2. Recommendations

2.1 That FEB note the contents of the report.

3. Reasons for Recommendations

3.1 People are the most important asset within an organisation; it is essential that we seek the views of our workforce to understand what is important to them and use the feedback provided to drive improvements in engagement, fairness, emotional energy and perceptions of organisational support.

3.2 There is a significant body of evidence to show that an engaged workforce will result in:

- reduced employee relations cases,
- reduced stress,
- reduced absence,
- more likely to have the emotional resources to show empathy and compassion, despite the pressures they work under and

- help make Nottinghamshire police a 'good place to work'.

3.3 Findings from some police forces who recently attended a Key Findings and Improvement Actions workshop at Durham University Business School (DUBS) attended by 15 forces (see Appendix), highlighted the significance of the expression '*it's about the little things*', where examples of important organisational and line management changes as a result of genuine communication and engagement with the workforce, have led to the improvements in their subsequent survey scores.

3.4 Senior leaders disproportionately influence the shape of the organisations; this makes their role vital in organisational engagement.

3.5 Line managers are the single most influential facilitator of employee engagement. They are critical to supporting a constructive and meaningful dialogue with their team(s). Their behaviours, inter-personal communications, emotional energy, resilience and decision-making directly impact on culture. *Engagement is an individual process - it has to be done person by person to work.*

3.6 To improve staff engagement, line managers need to win the emotional commitment of their people, they need to listen to and focus on them, to know about them, show they care about others' welfare and concerns, and to inspire and connect their people to their job and how their work matters to the strategic priorities of the Force.

<p>4 Summary of Key Points (this should include background information and options appraisal if applicable)</p>
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4.1 The People Survey was completed in September and October 2016 in two parts. The key result areas were communicated in the following ways; an email from DCC Torr to the senior leadership conference group of managers, see Appendix 12.1, a force-wide communication via the weekly In the Know email received by all officers and staff, the DCC's Blog update and a copy of the DCC's communication from In the Know, is included on the Health and Wellbeing intranet page.

4.2 Around a third of the force responded to the survey. This is lower than we had hoped and lower than other forces who run the same survey, but it's the same response rate as for the 2015 survey.

4.3 There were a number of positive results (high scores) registered against the following key measures; levels of ethical leadership, voice ethics, mission importance and alignment of individuals' values with those of the Code of Ethics.

The scores for public service motivation, confidence in job skills, commitment to the public, and perceived social impact were also encouraging.

4.4 In the survey we've seen that emotional energy has remained low for officers and now significantly dropped for police staff too. Job satisfaction is also low, because people feel that they simply can't do enough.

4.5 The Force recognises the importance of taking action to address the survey findings:

- Senior leaders have been asked to reflect on the following questions:
 - *What can you do as a leader to make your people feel more supported?*
 - *Do you know how your staff are feeling?*
 - *Are you providing the support they need when under pressure and celebrating their successes?*
 - *Are you open and transparent in your decisions?*
 - *Do you communicate high level decisions in a way that demonstrates fairness?*
 - *How can you promote fairness in your area and across the force?*
- As part of the Force action plan, departments will be invited to hold focus groups to check our thinking around the survey results and ask individuals for their views about the results relating to the two selected key measure areas in particular.
- Progress updates and developments relating to the staff survey will report through the Organisational Risk and Learning Board, chaired by the DCC.

4.6 The Force is taking action in relation to the outcomes of the recent People Survey. The Deputy Chief Constable will lead on a number of face to face meetings with first line supervisors, officers and staff, to seek their views on the survey outcomes. These events will provide an opportunity for individuals to have a voice through local forums and identify actions which will help build on the current survey scores. Corporate communications will be involved in these events and will provide regular force-wide communications to inform and update officers and staff on progress.

5 Financial Implications and Budget Provision

- 5.1 Potential funding associated with development interventions to improve leadership capabilities, skills and resilience concerning the two key survey measures - *perceived organisational support and organisational justice (fairness)*.

6 Human Resources Implications

- 6.1 N/A

7 Equality Implications

- 7.1 N/A

8 Risk Management

- 8.1 N/A

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

- 9.1 N/A

10 Changes in Legislation or other Legal Considerations

- 10.1 N/A

11 Details of outcome of consultation

- 11.1 N/A

12. Appendices

- 12.1 Copy of DCC Torr's email to the senior leadership conference group of managers.

Dear colleagues

I wanted to share with you the detailed results from the 2016 People Survey. The survey is important because it provides insight into how the workforce is feeling and allows us to shape the way we lead the organisation.

Around a third of the force responded to the survey. This is lower than we had hoped and lower than other forces who run the same survey, but it's the same response rate as for the 2015 survey.

Without doubt the key areas on which we need to focus are **perceptions of organisational support** and **fairness**, as these have a huge impact on how people feel.

We have been focusing on these since the last survey, to help people feel more supported and rewarded by the organisation, and to be open and transparent in all our decisions.

We have a new focus on [well-being](#), the new [People Board](#) implements suggestions on how to make life better in the force, and people can access development support through our [coaching programme](#). PSD has changed its focus to be more supportive and achieve quicker resolutions, a people panel has helped to recruit our new leadership team in a transparent way, and we've made important decisions around things like the temporary/acting policy and extending the taser rollout. We've also made it to 35th in the Stonewall Workplace Equality Index – a huge achievement.

These efforts have been rewarded in the survey results, as perceptions of organisational support and fairness have remained static since the 2015 survey, when ordinarily they would drop further where there is an increase in work intensity. This shows how important it is we continue to focus on these, as work continues to intensify for everyone.

In the survey we've seen that emotional energy has remained low for officers and now significantly dropped for police staff too. Job satisfaction is also low, because people feel that they simply can't do enough. Officers and staff should feel energised about coming to work, and should not go home at the end of the day feeling spent. I know this is hard at times of reducing resources, and we talk about working smarter rather than harder, but as leaders we also have a role to play in managing expectations. We need to harness passion and drive, rather than work it to the bone.

It's important that we take these survey findings and do something with them, not just because it's the right thing to do. There is a real risk that when people are under pressure they feel unsupported, feel that this is unjust, and go on to make poor decisions based on treating others as they feel they're being treated themselves. It is not something we can afford to ignore.

I now ask you all to personally reflect on the following questions:

- What can you do as a leader to make your people feel more supported? Do you know how your staff are feeling? Are you providing the support they need when under pressure and celebrating their successes?
- Are you open and transparent in your decisions? Do you communicate high level decisions in a way that demonstrates fairness? How can you promote fairness in your area and across the force?

We'll be holding focus groups to check our thinking around the survey results, and actions arising from the survey will be governed as part of the organisational learning board, which I chair.

It's no surprise to hear from the survey that the force has a high level of motivation to serve the public, I see this every day in your pride and commitment to do the best for the public. As leaders we also need to harness this in our people, support them and provide them with an environment that gets the best outcomes for the public we serve.

I welcome your input on how we can do this and thank you for your ongoing efforts.

DCC Torr

For Decision	
Public/Non Public*	Public
Report to:	Strategic Resources and Performance Meeting
Date of Meeting:	25th May 2017
Report of:	Tim Wendels, Head of Estates & Facilities Management
Report Author:	Tim Wendels, Head of Estates & Facilities Management
E-mail:	tim.wendels@nottinghamshire.pnn.police.uk
Other Contacts:	
Agenda Item:	6

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

Estates Strategy and Update on Estates Rationalisation

1. Purpose of the Report

- 1.1 To seek the formal approval of the PCC to the new Estates Strategy.
- 1.2 To provide an update on the implementation of the ongoing estates rationalisation programme.

2. Recommendations

- 2.1 To approve the new Estates Strategy 2017 - 2021.
- 2.2 To note progress with the implementation of the ongoing estates rationalisation programme.

3. Reasons for Recommendations

- 3.1 To ensure that there is a detailed Estates Strategy in place to guide future decision making around estates issues.

4. Summary of Key Points

Estates Strategy

- 4.1 A new Estates Strategy for 2017 – 2021 was developed at the end of 2016 and has been approved by the Force Executive Board. The Strategy is attached as an Appendix to this Report. At the request of the OPCC, the Strategy is more detailed than the previous Strategy and sets out clear proposals relating to the development of the estate and estate changes. It is now submitted for PCC approval.

Estates Rationalisation

- 4.2 In order to advance the estates strategy including the implementation of partnership working and to ensure that the Force has the right premises of the right size, in the right locations and offering value for money, the following

premises have been vacated within the last 12 months and details are also given of alternative provision that has been made:-

- Central – relocated to Byron House
- Canning Circus – relocated to Byron House
- Meadows – relocated to Riverside
- Sneinton – relocated to Sneinton Library
- Retford – relocated to Bassetlaw DC offices, 17b, The Square
- Mansfield Woodhouse – relocated to Mansfield Civic Centre
- Sutton – relocated to Council Offices, Kirkby
- Selston – relocated to Hucknall
- Radcliffe on Trent – relocated to Cotgrave
- Ruddington – Neighbourhood Office no longer required.

4.3 With the exception of Selston, Radcliffe on Trent and Ruddington, the vacated premises are freehold and are to be sold. The sales of Central, Canning Circus, Sneinton and Retford have been completed. Meadows is being transferred to Nottingham City Council and is close to completion. Mansfield Woodhouse and Sutton are on the market and sales have not yet been agreed.

4.4 The appropriate Notice was served to terminate the Leases of Selston, Radcliffe on Trent and Ruddington.

4.5 The following premises are due to be vacated during 2017/18:-

- Carlton – NPT to relocate to Ambulance Station
- Arnold – relocate to Gedling BC Offices, Jubilee House
- Holmes House, Mansfield – office premises no longer required
- Eastwood – relocate to Eastwood Town Council offices, Nottingham Road
- East Leake – relocate to Cotgrave

Good progress is being made towards the implementation of each of the above projects, which are all currently on target.

4.6 Arnold, Bingham and the Hill Top House site in Eastwood (acquired for a new Police Station project in Eastwood which did not proceed), have also been marketed. Offers have been accepted on Bingham and Arnold, subject to planning permission. Contracts have been exchanged on the sale of Bingham, with completion conditional on planning permission for a care home. Unfortunately, the purchaser's planning application was refused and is now subject to an appeal. An offer has not yet been accepted on the Hill Top House site.

4.7 As set out in the Estates Strategy, a Review is currently being undertaken in respect of Neighbourhood Offices. The majority of Neighbourhood Offices are "drop in" facilities for Officers, providing IT and welfare facilities for Officers to use whilst in the local area. With the advancement of mobile data, the need

for such Offices is reducing and the Review could lead to the release of a number of these premises in due course.

- 4.8 The estate is kept under constant review and consideration is being given to the suitability of a number of other sites such as Worksop and Hucknall. Proposals are being formulated to relocate to more suitable sites and Business Cases will be developed for consideration once details have been finalised.

5 Financial Implications and Budget Provision

- 5.1 Capital receipts from the sale of Central, Canning Circus, Sneinton and Retford Police Stations amounted to £3,078,100.

6 Human Resources Implications

- 6.1 Consultation is undertaken with affected staff.

7 Equality Implications

- 7.1 None.

8 Risk Management

- 8.1 Risks are considered in individual Business Cases.

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

- 9.1 The Estates Strategy supports and links to each of the Police and Crime Plan Priorities.

10 Changes in Legislation or other Legal Considerations

- 10.1 N/A.

11 Details of outcome of consultation

- 11.1 Proposals for consultation are set out in the Estates Strategy.

12 Appendices

- 12.1 Estates Strategy 2017 - 2021

Nottinghamshire Police

Estates Strategy

2017-2021



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Foreword



Paddy Tipping
Nottinghamshire Police and Crime
Commissioner



Craig Guildford
Nottinghamshire Police
Chief Constable

The fundamental principles of policing have remained unchanged for more than 150 years. Yet, the way policing is delivered has changed dramatically in the last five.

Much of that has been in response to reduced police budgets which have challenged forces to develop innovative ways to provide an efficient and effective service.

But many of these changes also reflect the nature of the times we live in. Twenty years ago a typical High Street would be made up of shops, a bank and a police station. Technology has altered the way we go about our daily lives.

We now shop online from home and no longer have to walk into a bank to talk money. And with the police it is no different.

Nottinghamshire Police no longer needs the number of stations and buildings it once had because the way the public interact with them has changed. This strategy sets out a vision to create an efficient, fit for purpose and sustainable estate that delivers value for money.

Finally, let's not forget that it's not buildings that keep our communities safe from harm, it is people - police officers and police staff.

Nottinghamshire Police continues to change in response to both local and national challenges which have an inevitable impact upon our partners and our estate.

The pace of such change, in particular technological and interactional change has only increased over recent years. Being more agile and maintaining visibility with a reduced headcount continues to be our drive as does the strategic sharing concept.

Agility, flexibility and sharing has the ability to reduce our non-pay budget and to focus upon core front-line deliverables in a changing world. By sharing more with local partners, we are able to contribute to collective efficiencies whilst offering those we serve more of a 'one stop' service.

Our estate has to be flexible and adaptive to such changing needs. Strategically we share more than ever and looking ahead this will continue as we seek to maximise our efficiency and effectiveness.

Ultimately, the strategy aims to deliver agile, safe, flexible and accessible buildings where they are needed and in a way which focuses upon the wider public service ethos.

Purpose



The purpose of the Estates Strategy is to set out the strategic direction of the Force estate so that it supports the Police and Crime Plan, organisational objectives and Force Priority Plan. An Estates Strategy is needed to plan ahead for the changing nature of policing, which is increasingly mobile, agile and delivered in partnership with partner agencies.

In particular, the Estates Strategy will:

- Set out how the Estates Department will work with the Commissioner and the Chief Constable to ensure fit for purpose facilities that are required to deliver effective operational policing;
- Support front line policing by providing fit for purpose buildings and facilities to support operational requirements in a cost effective way; and
- Support the delivery of the Police and Crime Plan and complement other plans and strategies such as IT Strategy, Priority Plan and Carbon Management Plan.

Underpinning the Estates Strategy is a detailed Plan concerning how the priorities for the estate identified in this Strategy will be implemented.

Context



Nottinghamshire Police's estate currently consists of 39 main sites (excluding 3 vacant sites which are in the process of being disposed of), together with 16 Neighbourhood Offices. The Neighbourhood Offices are generally held on simple licence agreements and they have no monetary value to the Force. They generally have relatively low running costs and the majority are used as "drop in" facilities for Officers providing IT and welfare facilities for Officers to use whilst in the local area. The main sites in the estate are a mix of high quality modern buildings, for example, Newark and St Ann's Police Stations and older local Police Stations such as Hucknall and Cotgrave.

The main sites currently total 59,425 square metres (excluding the 3 vacant sites), with the largest site being the multi-building campus style Force Headquarters (Sherwood Lodge), which extends to a total of 10,341 square metres. The police estate needs to accommodate many functions which are specific to the Force's requirements, which is more than just office accommodation. Some of our key functions include custody, control rooms, archive and exhibits storage, IT data centres, covert premises and police dog kennels.

The estate is a mixture of freehold and leasehold premises and increasingly is made up of partnership premises which are shared with local authority and other partners.

A number of these operational buildings are inefficiently used and expensive to run and maintain. The estate currently costs £5.85 million each year to run, but this has been steadily decreasing with the implementation of an estates rationalisation programme over the last 4 years and will decrease further if additional estates rationalisation and efficiency proposals contained within this Strategy are implemented.

A summary of the sites that make up the estate including tenure and floor area is attached as an Appendix to this Strategy.

Drivers for Estates Strategy

There are a number of key drivers for the Estates Strategy including:

- The Force Priority Plan which will implement significant changes to policing over the next five years, many of which have implications for the estate and will influence the number and location of police buildings;
- The workforce is becoming more mobile and agile through investment in IT. For example, with handheld devices, police officers do not need to routinely return to police buildings, meaning they are more productive and visible, working within communities. In addition, the Force is becoming more agile with officers and staff working from different locations, co-located with partners and where appropriate, from home. This not only improves productivity and makes financial savings, but it also means there is less need for a large estate;
- Public Sector services such as policing have received significant reductions in the budget as part of the Government's austerity measures and the need for savings to be made continues. After people, the estate is one of the largest costs to the Force and PCC. There is a need to continue to reduce the estate to contribute to the financial savings and optimise the number of police officers and staff;
- The number of officers and staff are reducing as a result of budget reductions and with a more agile and flexible workforce, estate rationalisation is appropriate as a large estate is no longer needed;
- The Police and Crime Plan supports partnership and collaboration for streamlined and integrated service delivery. Significant progress has been made with police working from partner buildings and vice versa and increasingly planning is being undertaken for further collaboration with Fire and Ambulance services. Tri-Force collaboration with Leicestershire and Northamptonshire Police in a number of areas is also moving forward to complement the range of existing collaborations in the East Midlands region. Increased collaboration and interoperability with other forces, partners or blue light agencies is essential in order to provide specialist policing capabilities (at a regional level) or addressing criminal/community safety issues where a partnership response is critical (e.g. adult and child safeguarding). The Estates Strategy must remain flexible enough to meet the changing demands on the estate;
- The Force has a responsibility to provide an energy efficient estate. The Estates Strategy therefore must complement our environmental objectives and Carbon Management Plan; and
- Delivering improved services to our communities.

Vision



The Estates Strategy aims to deliver an estate which will be more efficient and of lower cost to run and which is flexible enough to respond to the developing service requirements. It will allow the Force to maintain high quality services, to improve effectiveness and to ensure good value for money by the efficient use of a key resource. The Strategy seeks to deliver the right balance between operational delivery and affordability.

Our Vision is to:

- Create an efficient, fit for purpose and sustainable estate that delivers value for money and facilitates flexible working in line with the Police and Crime Plan;
- Deliver an estate which provides an appropriate level of security for officers and staff and information;
- Obtain views of the community and partners to inform our decision making process; and
- Provide a visible and accessible service which enables multi agency working and promotes visible policing.

How does the Estates Strategy support the Police and Crime Plan and the Priority Plan?

Police and Crime Plan:

The Commissioner will strive to deliver:-

Safer Communities

Enable co-location of partners within police or partner buildings and provide appropriate custody suites and facilities for people to report crime

Improved trust and confidence in policing

Provide local deployment bases and public contact facilities and support the agile/visibility programme

Value for money policing services

Implement the estate rationalisation programme to ensure an appropriate and fit for purpose estate for operational policing

Priority Plan



The Force Priority Plan will change the way the Force plans its business for 2018/19 and beyond as part of an ongoing programme of continuous improvement.

The Priority Plan will set a clear vision for the Force by focusing on a number of strategic priorities, with each internal department designing their own services to deliver those priorities.

As further detail of the Priority Plan emerges, it is anticipated that Business Cases will be developed to restructure a number of key operational departments. There is a need for the Estates Strategy to remain flexible to support changes which may arise from the Priority Plan Business Cases.

The implementation of the Priority Plan will influence the way that policing services are delivered affecting both physical buildings and the use of IT and information management.

The provision of a suitable estate and facilities will be kept under review whilst the Priority Plan is fully implemented and refined.

What has been Achieved to Date?



In supporting the Police and Crime Plan and Delivering the Future programme, a number of significant achievements have already been made:

- Opening of a new, modern Central Police Station in Nottingham at Byron House, in partnership with Nottingham City Council and in support of the Aurora II partnership programme. The old Central Police Station has been sold raising a significant capital receipt.
- The closure of a number of ageing Police Stations including Canning Circus, Meadows, Retford, Kirkby in Ashfield, East Leake, Harworth, Bingham, Calverton, Beeston, Stapleford and Kimberley. Where appropriate, alternative cost-effective facilities have been provided to support the local policing footprint often in partner premises, principally local authorities.
- Reviewing service contracts, for example maintenance and servicing of mechanical and electrical infrastructure to reduce revenue costs. Delivered a number of energy reduction initiatives including energy efficient lighting schemes and biomass boilers.
- A number of partnership collaborations have been delivered in conjunction with local authorities and increasingly with Fire and Rescue and Ambulance Services.

Estate Delivery Plan

There remains a significant amount of work to be undertaken to fully support the implementation of the Force Priority Plan and Police and Crime Plan, which is reflected in the priorities below:

Objective	Milestones
Provide an estate which meets the operational needs of policing, including custody, communications and IT infrastructure, local policing and specialist services.	<ul style="list-style-type: none"> Continued review of the estate to meet operational needs
Review the options for more cost effective premises where it has been identified that current facilities are underutilised. This may be through co-location, bringing partners into police buildings or police working from partner buildings	<ul style="list-style-type: none"> Reduction in floor area of the estate Reduction in running costs for the estate Building sales forecast achieved Reduction in building stock
Maximise the use of space within buildings by enabling better, modern, agile ways of working and working closely with partner agencies.	<ul style="list-style-type: none"> Improved utilisation of police premises Reduction of workstations in line with IT Strategy and occupational standards Implementation of agile working practices across the estate
Design and locate buildings that are fit for purpose and relevant to the support of operational policing.	<ul style="list-style-type: none"> Identification of required locations for police buildings and neighbourhood offices Agreement of buildings specification Production of options appraisal for delivery of appropriate facilities Co-location and new location opportunities reviewed Reduced operating costs
Ensure buildings meet all Health and Safety requirements and security standards.	<ul style="list-style-type: none"> Carry out and act upon health and safety inspections across the Force estate Carry out and act upon security audits across the Force estate
Reduce the operating cost of the estate.	<ul style="list-style-type: none"> Improved Display Energy Certificate scores Full profile of energy consumption for every building Reduced cost per m² for facilities management services Improved performance on national benchmarking reports
Self-generate funds to improve and enhance the estate.	<ul style="list-style-type: none"> Sale of buildings as per forecast Maximum sale value achieved

Future Estate Plans

In order to meet the Estate Delivery Plan objectives, the following specific developments and changes to the estate are planned. Further schemes will be developed over the life of this Strategy in accordance with the principles of this Strategy:-

- Setting up a Partnership Hub with Mansfield District Council at Mansfield Civic Centre and the sale of Mansfield Woodhouse Police Station
- Setting up a Partnership Hub with Ashfield District Council at the Council Offices in Kirkby in Ashfield and the sale of Sutton in Ashfield Police Station
- Setting up a Partnership Hub in Arnold with Gedling Borough Council and the sale of Arnold Police Station.
- Development of a public sector hub in Cotgrave Town Centre with Rushcliffe Borough Council, Nottinghamshire County Council, Cotgrave Town Council and health service partners.
- Co-location with East Midlands Ambulance Service to establish a new Carlton Police Station and sale of the existing Carlton Police Station.
- Rationalisation of office buildings leading to the sale of Holmes House in Mansfield
- New Eastwood Police Station co-located with Eastwood Town Council and sale of existing Eastwood Police Station
- Review of the future of the ageing and overly large Worksop Police Station with a view to providing appropriate facilities for operational policing at a reduced cost
- Review of the future of the ageing and overly large Ollerton Police Station with a view to providing appropriate facilities for operational policing at a reduced cost
- Review of the future of the ageing and poor quality Hucknall Police Station and Training Centre with a view to providing appropriate facilities for operational policing and training
- Consideration of options for greater collaboration with Nottinghamshire Fire and Rescue Service and East Midlands Ambulance Service. Proposals are currently being considered at Ollerton, Hucknall, Carlton, East Leake, Worksop and Newark.
- Review of the future of the Bridewell custody suite with a view to providing a more appropriate facility.
- Review of the usage and future of Neighbourhood Offices.

Future Investment Plans

In order to meet the objectives of this Strategy, it will be necessary to invest in the estate. This will be a combination of capital and revenue funding dependant upon the nature and cost of the work involved.

Full condition surveys of all buildings within the estate will be undertaken and these will inform a planned maintenance programme which will be implemented from revenue funding. Where significant building improvements are required, capital funding will be requested.

It is proposed to produce a 4 year capital programme for the life of this Strategy. Full details are currently being put together and will be fully evaluated and costed.

However, below is a list of schemes that have been identified so far as requiring capital funding in 2017/18 or beyond. Schemes currently funded within the 2016/17 capital programme and being undertaken within that year, have not been included.

Location	Project
Various	Automatic Gates & Barrier Replacements
Various	BMS - Boiler Controls
Various	Bunkered Fuel
Bridewell	Custody Project
Custody	Custody Improvements (Toilets; Sinks; Grilles)
Eastwood	Eastwood Police Station
FHQ	Conversion of part of Printing and Stores
FHQ	External Street Lighting (Retention)
FHQ	New Locker & Gym
FHQ	New perimeter fence
FHQ	New surfacing for drive to Printing and Stores and paths
Various	Fire Alarm panel replacements
Various	Fixed Electrical works
Hucknall EMAS	Extension for NPT
Mansfield	Lift Replacement
Mansfield	Replace Tea Points and Showers on all floors
Various	Generator and associated replacements
Ranby	Response Hub
W Bridgford	1st Floor Refurbishment
Worksop	New Tri Services Collaboration
Oxclose Lane	Oxclose Lane Top Floor Refurbishment
Oxclose Lane	Lift Replacement
Various	Mechanical Engineering and Boiler Replacements
Various	Energy Improvements
Various	Building Condition Investment
Various	Energy Improvements

Consultation

For all significant changes to the police estate, especially where a police station is proposed for closure or to be moved to an alternative location, consultation will be undertaken with internal and external stakeholders. A variety of consultation methods will be utilised dependent upon the change proposed and local circumstances. These could include consultation via letter, e-mail, website survey, social media, public meetings or focus groups.

The internal audience will include officers, police staff, Special Constables, volunteers and partnership staff directly affected. The external audience will include stakeholders such as local MPs, councillors, partner agencies, local businesses and charitable and community groups. Consultation will also take place with people living in the areas affected by the change and the wider public. The Police and Crime Commissioner will make the final decision in relation to any proposed changes, following consultation.

We will liaise fully with our staff, the public and our stakeholders and keep them informed of key developments and seek their views, at the earliest opportunity.

It is imperative that officers and staff are informed of the potential for change and are actively involved in the consultation process.

We will ensure that our stakeholders are reassured by the changes and any uncertainties are clarified.

Arrangements for public access at any new location will be widely communicated to avoid the potential for misunderstanding within the community.

Governance



As the estate is owned by the Police and Crime Commissioner, he has ultimate responsibility for agreeing the Estates Strategy and to approve individual Business Cases. To support the PCC in managing the estate, the following are the appropriate forums for decision making, prioritising workloads and monitoring progress against agreed plans:

- **Force Executive Board** — chaired by the Chief Constable and attended by the full Chief Officer Team and key senior representatives, with responsibility for agreeing the overall Estates Strategy and approving Business Cases to achieve the Strategy.
- **Force Management Board** — chaired by the Deputy Chief Constable and attended by Departmental Heads and other senior representatives of the Force together with the Chief Financial Officer to the OPCC, with responsibility for initial consideration of Business Cases and prioritising resources towards achievement of key Force objectives.
- **Estates Programme Board** — chaired by the Head of Estates and Facilities Management and attended by senior representatives of the Force, with the responsibility for determining the operational requirement, identifying priority works and managing risk. This Board also oversees progress with the implementation of the Estates Strategy and the development and monitoring of key performance indicators for the estate.



Appendix - Nottinghamshire Police Buildings

Name	Postcode	Area	Comments
Arnold	NG5 7DS	240m ²	Freehold
Arnot Hill House (OPCC)	NG5 6LU	350m ²	Leasehold
Arrow Centre	NG15 8AY	992m ²	Freehold
Beeston	NG9 1BA	380m ²	Leasehold
Bingham	NG13 8BW	828m ²	Freehold (vacant and being sold)
Bridewell	NG2 1EE	2,973m ²	Freehold
Broxtowe	NG8 6GN	322m ²	Freehold
Bulwell	NG6 8NA	471m ²	Freehold
Byron House	NG1 6HS	1,205m ²	Leasehold
Carlton	NG4 3DZ	3,035m ²	Freehold
Clifton	NG11 9DN	226m ²	Leasehold
Cotgrave	NG12 3JG	203m ²	Freehold
East Leake	LE12 6JG	166m ²	Leasehold
Eastwood	NG16 3GG	308m ²	Freehold
Firing Range	NG14 6AY	153m ²	Leasehold
Harworth	DN11 8JP	140m ²	Leasehold
Holmes House	NG18 2JW	2,177m ²	Freehold
Hucknall	NG15 7LE	2,565m ²	Freehold
Kirkby	NG17 8DA	133m ²	Leasehold
Lakeside	NG15 0DS	650m ²	Leasehold
Mansfield	NG18 2HQ	5,527m ²	Freehold

Name	Postcode	Area	Comments
Mansfield Partnership Hub	NG19 7BH	238m ²	Leasehold
Mansfield Woodhouse	NG19 8BA	692m ²	Freehold (vacant and being sold)
Meadows	NG2 1PW	555m ²	Freehold (vacant and being sold)
Newark	NG24 1LJ	2,171m ²	Freehold
Ollerton	NG22 9QZ	1,179m ²	Freehold
Oxclose Lane	NG5 6FZ	2,995m ²	Freehold
Phoenix House	NG18 2HZ	5,604m ²	Leasehold
Radcliffe on Trent	NG12 2FQ	60m ²	Leasehold
Radford Road	NG7 5GX	2,460m ²	Freehold
Newton	NG13 8HA	425m ²	Leasehold
Retford	DN22 6QD	142m ²	Leasehold
Riverside	NG2 1RZ	1,578m ²	Leasehold (PFI)
Sherwood	NG5 2FB	51m ²	Leasehold
Sherwood Lodge	NG5 8PP	10,341m ²	Freehold
St. Anne's	NG3 3HR	1,284m ²	Freehold
Sutton	NG17 1AE	925m ²	Freehold
Tom Ball Hall	NG5 6FZ	904m ²	Freehold
Topaz Centre	NG5 6FZ	186m ²	Freehold
Watnall Road	NG16 6DW	884m ²	Leasehold
West Bridgford	NG2 6BN	3,230m ²	Freehold
Worksop	S80 2AL	2,057m ²	Freehold

Neighbourhood Offices

The following buildings are generally held on simple licence agreements and they have no monetary value to the Force. They generally have relatively low running costs and the majority are used as “drop in” facilities for Officers providing IT and welfare facilities for Officers to use whilst in the local area.

Bingham Town Council

Carlton in Lindrick Village Hall

Crown House, Worksop

Farndon Village Hall

Nuthall Temple Centre

Kimberley Town Hall

Misterton Centre

Rainworth Village Hall

Ruddington, St. Peter’s Rooms

Sneinton Library

Southwell Town Council

Stapleford, The Meeting Place

Trowell M1 Services

Tuxford, 2 Market Place

Warsop Town Hall

Wollaton Waitrose

Total Neighbourhood Offices - 16

For Information / Consideration / Comment / Decision (delete as appropriate)	
Public/Non Public*	
Report to:	Strategic Resources and Performance Meeting
Date of Meeting:	May 2017
Report of:	Information Services
Report Author:	ACO Phil Eaton
E-mail:	philip.eaton13946@nottinghamshire.pnn.police.uk
Other Contacts:	Tim Chesworth (IS Transformation Programme Manager)
Agenda Item:	7

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

Force Update on Information Technology Strategy and Outcomes

1. Purpose of the Report

- 1.1 The purpose of this report is to provide an update on the delivery of the Tri-Force Information Technology Strategy and work streams as they relate specifically to Nottinghamshire Police. This report includes the following:
- Progress in delivering the current IS work streams for Nottinghamshire;
 - The TFC Future Vision¹ which has been promoted to all key stakeholders since February 2017.
 - The PRTB bid to the Home Office seeking funding in 17/18 and 18/19 to develop the full business case for delivery of transformational step-change across Nottinghamshire Police Force in line with the TFC vision.

2. Recommendations

- 2.1 That the PCC and Chief Officers note the considerable steps being taken towards delivering transformational capabilities for Nottinghamshire Police.
- 2.2 That there is commitment to wider business engagement in the work streams to ensure that benefits are maximised from the new capabilities which are being delivered through the enabling technologies. Examples of this range from front line officer agile work programme, Analytics to inform Prevent strategies and the development of a modern Intranet platform.

3. Reasons for Recommendations




- 3.1 To allow suitable user groups and business change managers to be identified who will be responsible for delivering new capabilities across Nottinghamshire Police. This will enable the force to leverage the benefits from enabling technologies through wider wide business change and transformation.


¹ Note that the TFC vision has a broader context across three forces but has significant impact on the future of Policing services within Nottinghamshire.





4. Summary of Key Points


- 4.1 This section is subdivided into three key areas of strategic work:
- Delivery of the PTF funded TFC Enabling Services IS workstreams;
 - Future delivery of the TFC Vision statement (February 2017);
 - The bid submission for PRTB funding in 17/18 and 18/19.
- 4.2 Delivery of the existing TFC Enabling Services IS work streams

A summary of the current twelve information technology work streams being delivered in accordance with the agreed TFC strategy are set out in the table below:

Project/Work stream	Business Benefits	Timelines
<p>TFC Interim ISD Organisation Re-design</p> 	<p>By restructuring the three ISD organisations into a single Tri-Force ISD organisation we can organise in accordance with IT best practice, deliver IT convergence, harmonise our processes / procedures and align functional disciplines. This will lay the foundation for an organisation that is able to meet the future requirements of police operations. The organisation will operate as a single virtual function.</p>	<p>Engagement with TU's has started in April 17 to determine approach</p> <p>Pre-work to consultation is ongoing</p> <p>Procedures governing change will be followed</p>
<p>Single Wide Area Network</p> 	<p>Integrates the three forces wide area networks for easier connectivity, simplifies cross force mobility and information sharing. Removes complexity, saves money on core connections, delivers high speed access for greater productivity particularly for future digital files and applications.</p>	<p>WAN design approved by end of June 2017</p> <p>WAN Roll-out: - Start July 2017 - Complete March 2018</p>
<p>Wireless Infrastructure</p> 	<p>Reduces baseline costs for the wireless platform and ongoing operations</p> <p>Supports full agility in the workplace, work from any Tri-Force location</p> <p>New high speed core wireless service providing greater resilience and responsiveness.</p>	<p>Core build complete by end of May 2017</p> <p>Wireless Roll-out: - Start June 2017 - Complete March 2018</p>

<p>Single Telephony Platform</p> 	<p>Provide a single telephony system, allowing all users access to modern communications services & new features. All three telephony systems will be consolidated to:</p> <ul style="list-style-type: none"> - Enable new features e.g. single call number, on-line chat - Improve communication across TFC - Standardise capabilities - A single support team - Consistent User experience across all 3 forces - Enables greater purchasing power and provided economies of scale - Utilise existing equipment - Best of breed solutions for all users - A more resilient solution - Provides a generic system allowing business processes to align - A more dynamic system to upgrade and develop - Future proof - Enables new channels to the public - A single voicemail solution - A single presence solution - Single number reach <p>Savings include:</p> <ul style="list-style-type: none"> - Reduced maintenance costs through a single supplier - Large scale cost reductions on licensing Smaller supporting teams - Easier and quicker development - Everything needs to be done once. <p>A single directory number (or address) that is unique to a user is a key part of an IPT solution. This has a number of advantages in relation to the following:</p> <ul style="list-style-type: none"> - A simplified process for the end user - The ability to use multiple devices through a single contact number - A consistent contact sequence 	<p>Core build complete by end of August 2017</p> <p>Roll-out of new service</p> <ul style="list-style-type: none"> - Start Sept 2017 - Complete March 2018
<p>Identity &</p>	<p>Provides the capability for single sign-on</p>	<p>Design completed by</p>

<p>Access Active Directory</p> 	<p>driven by Starters, Movers and Leavers HR process and data base, enables role based access to applications, easier folder access, centralises security, increases the ability share data across forces, removes the need for multiple logins and passwords, increases information security.</p>	<p>July 2017</p> <p>Roll-out of new service</p> <ul style="list-style-type: none"> - Starts Oct 2017 - Complete by Dec 2017
<p>Single Email Platform</p> 	<p>Easy calendaring for team management, collaboration groups, users manage one mailbox rather than multiples due to the current limitations, enables integration with telephony / IVR, Free / Busy functionality.</p>	<p>Integration of email systems complete by Sept 2017</p> <p>Full Merger with IdAM exchange by Aug 2018</p>
<p>Printing (Multi-Functional Devices)</p> 	<p>Enables access to printer and scanning services at all TFC locations (and could be expanded to East Midlands Region), as if the user were in the base location, removes the need to ask local resources for assistance.</p>	<p>Procurement complete by end of June 2017</p> <p>Roll-out of new service</p> <ul style="list-style-type: none"> - Starts Aug 17 - Complete by Jan 18
<p>Agile</p> 	<p>Enables easier access to applications or user data from whichever location they are needed. Mobile solutions enhanced to increase Police Officer effectiveness and efficiency by moving to a single Blackberry UEM instance and will:</p> <ul style="list-style-type: none"> - Give correct information at the time needed - Ease of data capture and input e.g. crime reports digitally captured with smart devices - Enable easier access to applications or user data from whichever location they are needed e.g. ANPR scan and instant search, Forensics reporting - Improve mobile asset management capability <p>Agile Phase II programme will deliver newer and better ways of working for front-line</p>	<p>Phase 1</p> <p>Procurement of equipment (Phase 1 laptops and mobiles by March 2017)</p> <p>Roll-out of equipment</p> <ul style="list-style-type: none"> - Starts April 2017 - Complete by Oct 2017 <p>Phase 2</p> <p>Scope of work for Phase 2 is to be agreed with key users in May 2017.</p> <p>The project will complete 31st March 2018 but expected benefits will be</p>

	<p>officers that will be pushing the boundaries with pioneering ideas while being practical and focussed at the same time. It will provide the desired policing capabilities through devices that are intuitive to use with the relevant data flowing to them as and when needed.</p> <p>Policing services for front-line officers cannot be realised through only implementing technology solutions, the agile programme will also help deliver fundamental changes to their business processes to realise the desired benefits of using technology.</p> <p>Examples of this include:</p> <ul style="list-style-type: none"> - Providing predictive data analytics e.g. footfall data - Improved data sharing for multi-agency working - Location tracking of resources - Connected cars with Wi-Fi hubs for pop-up command centres - Reduced travelling and administration through use of digital systems - 	realised in 2018/19
<p>Video Conferencing</p> 	<p>Reduced travelling time, costs and loss of productivity, improved ability to collaborate using high quality face to face meetings over video in meeting rooms, at your desk side or from laptops. Easier to use and more reliable.</p>	<p>Core build complete by end of June 2017</p> <p>Roll-out of new service</p> <ul style="list-style-type: none"> - Start June 2017 - Complete Sept 2017
<p>IT Service Desk System and Regional Change Optimisation</p>	<p>Single instance of the service management system that will be used across the forces and replace the multiple systems that are currently in place. The system will provide capability to support all aspects of service management (some of which may not be implemented in the first instance):</p> <ul style="list-style-type: none"> - Service desk (call capture) 	<p>Engaged external contractor (Simon Ball) on 6th March 2017 to provide service management support and advice</p> <p>Initial Portal for collaborative groups to</p>



- Service request management
- Incident management
- Knowledge management
- Catalogue management
- Problem management
- Change management
- Release management
- Service level management
- Configuration & asset management



By moving to a single instance of a service management toolset, a number of significant benefits will be realised that to date have been out of our reach due to the current multi-tool layout. These include:

- Process and data standardisation, consistency, conformance and visibility across the forces – This will help ensure that users receive the same service, irrespective of where they are in the region
- A key enabler to the effectiveness and efficiency of regional processes, especially Change Management, Problem Management & Release Management. Closely linked to point 1 above, a single toolset will support and drive conformance across all our processes
- Supports expected behaviours and service levels across IT teams – A single toolset will help drive this and highlight where variations occur, which can then be actioned through training, documentation etc.
- Enables the introduction of OLAs – Operating Level Agreements between forces and teams. This cannot be achieved under the current multi-tool set up. OLAs will help optimise end-to-end process and service performance
- Process metrics, measures and KPIs that can be tailored to different levels – These will support a new governance structure and ensure a consistency of service across each process and across the region
- Powerful tools to extract, analyse and present data – These will facilitate all

be delivered in Aug 2017

Process alignment
- Started March 2017
- Complete by Nov 2017

Full service management transformation completed by March 2018

	<p>aspects of analysis from individual's performance within a process to inter and intra county analysis and trending. 'A single source of truth'</p> <ul style="list-style-type: none"> - The ability to offer new services to the business e.g. a regional service catalogue – One set of offerings that can be enhanced and refined in line with application and infrastructure rationalisation initiatives 	
<p>Management Information (MI)</p> 	<p>Provides Nottinghamshire's senior officers with the ability to develop more dynamic personnel deployment, measure police team and individual performance, improved intelligence analysis to assist preventative measures, making information more readily available enables ability to plan Police Operations strategically, enable predictive analytics, consistent and standard management reporting.</p>	<p>MI Data Architect (Mehran Jahromi) started 12th April 2017</p> <p>Proof Of Concept for a performance management solution 'Signals for Noise' by June 2017 (subject to licence agreements)</p> <p>MI Strategy defined by August/September 2017</p>
<p>Enterprise Architecture / Data Model</p> 	<p>In developing the Enterprise Architecture and Enterprise Data Model this will position Nottinghamshire to take full advantage of the National Digital agenda, enable the access to all data and turn into information to enable future increased effectiveness, efficiencies and savings. Additionally it will significantly reduce current IT complexity and costs, whilst significantly increasing the quality of the technology deployed to support a modern policing organisation. In addition the work stream will deliver clearly defined KPI's to measure improvement and repeatable design patterns to enable quicker turnaround of solutions.</p>	<p>Architecture Governance Completed to be agreed and signed off by 28/04/2017</p> <p>Architecture principles and standards to be completed by 21/04/2017</p> <p>Terms of Reference for TDA and Architecture Forum completed to be agreed and signed off by 28/04/2017</p> <p>EA training pack for Notts IT staff to be completed by end of May. Training to be</p>

		completed by Aug 2017
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4.3 Delivery of the TFC Future Vision (February 2017)

The work streams above are more tactical to enable seamless connection and the ability to share information across the three force's legacy infrastructures..

Over the next 3 – 5 years Policing in the Tri-Force Collaboration comprising Nottinghamshire, Northamptonshire and Leicestershire will undergo unprecedented transformation as the result of national, regional and local technology programmes. The programmes listed below will strategically position us to meet the growing challenge of child abuse, domestic violence, hate crime, cyber-crime and enable prevention strategies, for example.

National

- National Policing Vision for 2025;
- Home Office – Emergency Services Network, Biometrics, Data;
- NPCC – Digital Public Contact, Digital First, Digital Investigations and Intelligence

Tri-Force

- Tri Force Enterprise Architecture - Will deliver best practice which enables TFC to improve its IT delivery and process capabilities.
- Tri Force Data Strategy - The Tri-Force enterprise data hub will enable seamless flow of information between force systems as well as interface with national systems delivering intelligence led Policing.
- Transformational underpinning Work Streams - include Agile, IT Service Desk System and Regional Change Optimisation, better collaboration and communication tools delivered through single telephony and video conferencing platform.

Local Force

- Tri-Force PCC Police and Crime Plans;
- Chief Constable Strategic Plans.

This vision represents the transformational phase for the Tri-Forces / Nottinghamshire and has been developed from the following points of reference:

- National Policing Vision for 2025;
- Tri-Force PCC – Police and Crime Plans;

- Chief Constables Strategic Plans;
- National Programmes (i.e. Digital Contact, Digital First, Identity Access management);
- Enterprise Technology Architecture to reduce the complexity of our 700+ applications.

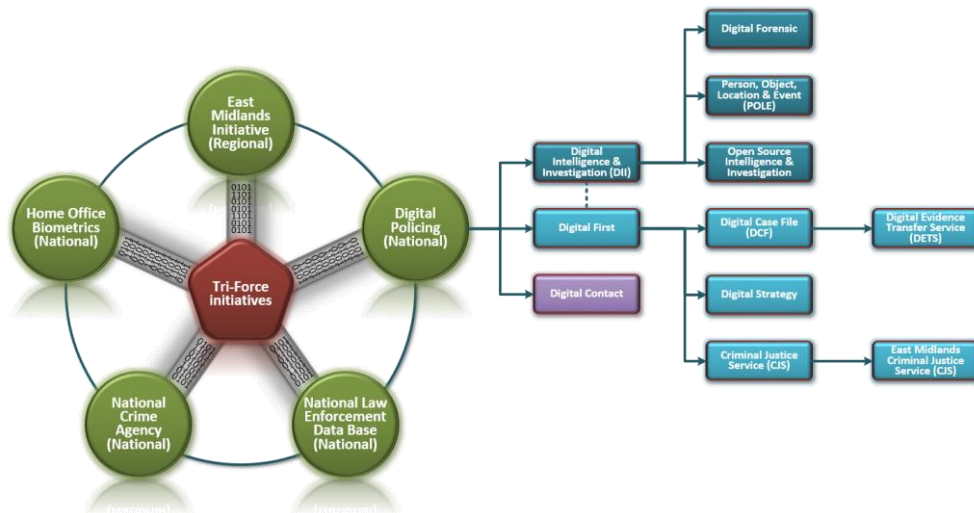
The vision is based on significant transformation in all areas of police and back office operational functions. This will see the transition to a fully modernised and digitally enabled group of police forces. It must be emphasised that the levels of transformation can be regulated either in time to implement the transformation and the extent to which the vision is deployed will be governed by prevailing fiscal conditions and the desired rate of change expressed by individual force PCCs and CCs.

The TFC strategy and therefore Nottinghamshire transformational change seeks to focus upon the following themes:

Citizen Focus & Community Engagement		Embrace a range of contact channels that enable the two way interaction with citizens in personalised and cost effective ways.
		Provision of a reliable digital policing service that enables the public to feel secure, informed and receive help.
Empower & Enable Front-line Officers		Empower officers with real-time access to information that is presented in an intuitive and interactive way to achieve operational performance gains
		Deliver actionable intelligence and data to identify and prevent crime
National & Regional Policing Initiatives		Develop capabilities, standards and interoperability that enables the Tri-Force to benefit from national, regional and local policing initiatives
		Improve on regional working to reduce process overheads, provide efficiency savings and align more closely to national initiatives all with a view to improving public confidence.
Enhance Multi-Agency Collaboration		Create effective and viable partnerships nationally, regionally and locally that add value to the police service and agencies
		Provide agencies with current and joined up information in order to prevent crime and better safeguard the vulnerable.
Optimised ICT Operational Efficiency		Deliver shared and optimised core IT services along with a data driven intelligence model to increase operational efficiencies and achieve economies of scale from the Tri-Force.
		Provide the core IT infrastructure foundation over which policing services can be further built and improved.

The TFC vision recognises the significance of the national projects as there are number of national digital initiatives from NPCC, NCA, College of Policing, Home Office and other bodies delivering policing capabilities at local, regional and national levels.

It is illustrated in the diagram below that the TFC vision will see the leveraging of these initiatives and not duplicate capabilities, thus reducing cost and ensuring the resources and funds are better allocated in delivering improved policing services.



4.4 Submission for PRTB funding 17/18 and 18/19

The funding request has been submitted to engage of specialist resources which will enable the development of a transformation plan and multi-year business case. The objective will be to build a technology solution and Target Operating Model to enable the Tri-Force to meet the demands of modern day policing and to better equip police officers to prevent crime and to protect the vulnerable.

The PRTB proposal submitted to the Home Office in March 17 would, if successful, fund the development of a transformation (Business & Technology) plan and a business case for additional transformation funding. The transformation plan will focus on reviewing processes, behavioural change and enabling business improvements through modern and efficient technology. The scale and scope of the transformation is significant and therefore the overall approach is set out in two phases below:

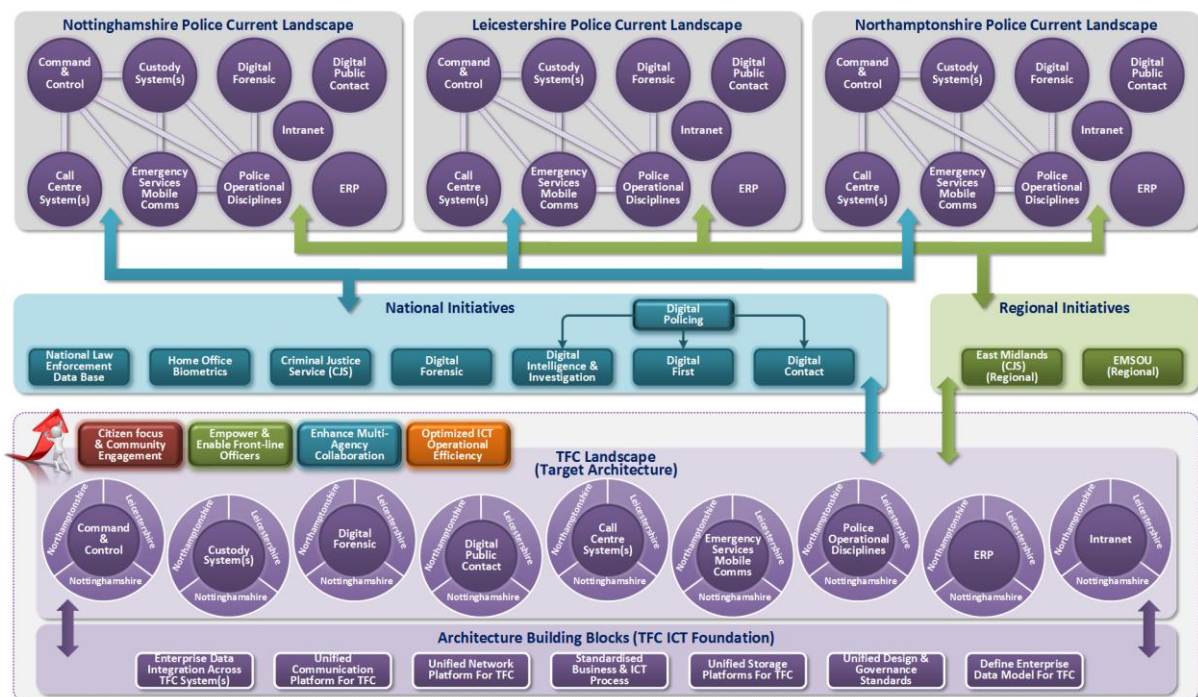
Phase 1 - This proposal for Tri-Force transformation funding will be used to engage external specialist resources to develop us in the development of a transformation plan and business case to support a multi-year funding request.

Stage 2 - On completion of the transformation plan, business case and single enterprise architecture, external specialist resources will be commissioned to support the implementation of the transformational plan.

The rationale for proposing this holistic approach to transformation is that like many other Police Forces, Nottinghamshire is facing many challenges ranging from fiscal policy, abuse and hate crime, cyber-crime, and vulnerability. Whilst the largely tactical historical implementations of ICT has worked reasonably successfully it does not strategically position us for these future challenges, and will become increasingly restrictive and cost prohibitive to Nottinghamshire police force performance.

Nottinghamshire's technology solutions have been historically short term and tactical in nature, invariably not set within a strategic context. Consequently the technology solutions deployed over the last two decades have resulted in an environment of 700+ applications across Nottinghamshire, Leicestershire and Northamptonshire, the majority of which are 'stove piped' solutions with limited interoperability. Despite the excellent efforts of our police officers they are encumbered with the legacy IT that has been provided and this inhibits their operational effectiveness rather than enables and liberates.

The schema below illustrates examples where the current systems are not joined up. The target enterprise architecture would be a major enabler to delivering the outcomes and benefits and result in significant financial savings.



5. Financial Implications and Budget Provision

5.1 The budget provision for the TFC Enabling Services work streams are shown below and are being delivered with Leicestershire and Northamptonshire. It

should be noted that the funding is comprised of PTF grant contributions and Force contributions and the funding formula is also shown below.

Workstream	2016/17 Capital £000	2016/17 Revenue £000	2016/17 Total £000	2017/18 Capital £000	2017/18 Revenue £000	2017/18 Total £000	Total Capital £000	Total Revenue £000
1. Wide Area Network (WAN) Re-Design	285	25	310	520	50	570	805	75
2. Wireless Infrastructure Review & Design	20		20	18		18	38	
3. Single Core Telephony Platform	630	80	710	380	75	455	1,010	155
4. Active Directory Approach & Design								
5. Email Approach and Design								
6. Re-defining Agile & Remote Access Services	1,790	150	1,940	1,790	707	2,497	3,580	857
7. Video Conferencing Transformation	85	15	100	25	14	39	110	29
8. Enterprise Architecture & Data Model Design								
9. IT Service Desk & Regional Change Mgmt Tools								
10. Management Information (MI) Review & Design	70	130	200	115	230	345	185	360
11. MFD Solutions (Printing/Scanning) Review & Design	125	100	225	150	100	250	275	200
TOTAL	3,005	500	3,505	2,998	1,176	4,174	6,003	1,676
								7,679

5.2 Internal / External Resourcing Costs

Workstream	Resourcing		Total £000
	2016/17 £000	2017/18 £000	
1. Wide Area Network (WAN) Re-Design	25	90	115
2. Wireless Infrastructure Review & Design	10	10	20
3. Single Core Telephony Platform	125	350	475
4. Active Directory Approach & Design	205	510	715
5. Email Approach and Design	210	520	730
6. Re-defining Agile & Remote Access Services	250	150	400
7. Video Conferencing Transformation	85	75	160
8. Enterprise Architecture & Data Model Design	315	430	745
9. IT Service Desk & Regional Change Mgmt Tools	225	450	675
10. Management Information (MI) Review & Design	200	400	600
11. MFD Solutions (Printing/Scanning) Review & Design	40	60	100
TOTAL	1,690	3,045	4,735

5.3 Funding Summary

Project Requirements	16/17	17/18	Total
Capital	2350	3653	6003
Resourcing	1690	3045	4735
Revenue	500	1176	1676
Total Expenditure	4540	7874	12414
PTF %	49%	28%	
Grant claimable	2225	2205	4429
PTF Grant Approval	2224	3536	5760

5.4 Funding Formula as set out in the Tri-Force IT Collaboration Agreement. The Apportionment Ratio for the financial year 2016/17 is:

- Leicestershire 35.22%
- Northamptonshire 22.51%
- Nottinghamshire 42.27%

5.5 The out-turn figures for the 16/17 financial year indicates a small underspend in both capital and revenue. A request has been made to Finance to carry over this underspend into 17/18.

5.6 There are significant benefits both cashable and non-cashable from the IS work streams across the three Forces. Whilst it is difficult to determine all the benefits attributable for example travel time and savings due to data limitations, the outcomes from the work streams include: Improved efficiency for front line officers allowing them to attend more incidents and reduce travel costs through agile working; increased security compliance, reduced IT support and fewer passwords resulting from Identity Access Management; Increased operational efficiency and lower licencing costs from Wide Area Network; Increased efficiency within daily briefing and tasking sessions from Video Conferencing resulting in reduced Officer travel time and cost; Rationalisation and standardisation of back office processes from the IT Service Desk Optimisation resulting in improved officer and staff satisfaction as well as licensing cost savings. The overall benefits from the work streams will be tracked as part of the Tri-Force programme moving forward.

5.7 The PRTB funding bid has identified that the contemplated transformation plan together with the technology enterprise architecture would require an additional investment of £40-£70m which it is estimated could yield savings of £175 - £200m over a 5yr period for the three forces of Nottinghamshire, Leicestershire and Northamptonshire.

6. Human Resources Implications

6.1 Restructuring of the three ISD organisations into a single Tri-Force ISD organisation will enable delivery of IT best practice, IT convergence, and alignment of functional disciplines. This will enable Nottinghamshire to meet the future requirements of police operations and take into account

responsibility for delivering the IT vision. Effective transition planning will ensure that business as usual is fully supported.

- 6.2 TU engagement has commenced and pre work will continue through May 2017. The procedures governing change will be followed.

7. Equality Implications

- 7.1 A full Equality Impact Assessment (EQIA) will be undertaken prior to the implementation of the revised management structure and this will consider diversity and protected characteristics of the IS workforce in Nottinghamshire Police.

8. Risk Management

- 8.1 Risks are being managed in accordance with the Management of Risks (M_o_R) methodology. This includes:

- Risk identification through stakeholder workshops;
- Risk / Impact / proximity scoring to ensure focus on significant matters;
- Identification of risk owners and appointed;
- Maintenance of risk logs with regular monitoring and action updates;
- Regular reporting through governance channels;
- Gateway / quality reviews will ensure appropriate risk mitigation undertaken.

- 8.2 The key risks and mitigating actions are summarised below

- **Risk 1** – Non award of PTF funding would fundamentally challenge the ability to make the savings required. Nottinghamshire Police will struggle to meet future budget reductions without impact on the scope of existing services provided to the public and will not have the capability to provide modern and effective policing services. This will impact on further officer reductions and nationally reported performance.
Action / Mitigation – Attempt to identify limited funding allowing the development of a scaled back proposal. This would help to move forward with collaborative working but it would not be as far reaching and would deliver far less than planned.
- **Risk 2** –The proposed change is wide ranging in terms of processes, technology and behaviour and the volume of change could result in a delay in delivering an integrated solution.
Action / Mitigation – Development of a robust transformation plan and strong governance processes to ensure a phased delivery of the transformation on a priority and risk based approach.

- **Risk 3** – The delivery of the IS vision is dependent on the delivery of national programmes and products, if they are delayed or fail to deliver their objectives this will impact on policing efficiencies and capabilities across Nottinghamshire.

Action / Mitigation – Engage and support national programmes and track any risks or interdependencies that arise.

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

- 9.1 Appendix A sets out how the IS Vision supports the delivery of Nottinghamshire's Police and Crime Plan priorities

10. Changes in Legislation or other Legal Considerations

10.1 Data storage and access will take account of changes in respect of recent legislation as follows:

- IICSA (independent national inquiry into historical child sexual abuse)
- Pitchford/UCPI (national inquiry into under cover policing)

11. Details of outcome of consultation

- 11.1 Staff consultation has not yet taken place on the IS organisational restructure. This will be undertaken once the new structure and grades have been finalised.

12. Appendices

- 12.1 **Appendix A** – How the Vision supports the delivery of Nottinghamshire's Police and Crime Plan priorities

Appendix A – Meeting OPCC Objectives through the TFC Vision

	Nottinghamshire PCC Objectives
Citizen Focus and Community Engagement	<ul style="list-style-type: none"> • Protect support and respond to victims, witnesses and vulnerable people • Tackling anti-social behaviour • Improve support for young victims of crime • Protect repeat victims of domestic abuse and sexual violence • Promote opportunities for local communities to reduce crime • Focus on those local areas that are most affected by crime and antisocial behaviour • Reduce the impact of drugs and alcohol on levels of crime and antisocial behaviour • Intervene early and provide support to complex and priority troubled families • Develop opportunities to involve victims of antisocial behaviour and crime on neighbourhood justice • Provide public information on sentencing and names of offenders
Empower and Enable Officers	<ul style="list-style-type: none"> • Prevention, early intervention and reduction in reoffending
National & Regional Policing Initiative	<ul style="list-style-type: none"> • Reduce the threat from organised crime • Work in partnership to address cyber-crime, terrorism, public order and civil emergencies) • Build active communities to improve relationships and community cohesion • share information across force boundaries to manage risks and threats • Pursue criminals through the courts to confiscate & seize assets • Ensure neighbourhoods are free from organised crime • proactive investigation & management of individuals involved in sexual exploitation • Achieve greater financial savings from regional collaboration • Improve victims and witnesses through the CJ system
Enhance multi-agency Collaboration	<ul style="list-style-type: none"> • Create a partnership fund and provide resources to local resources to local communities to resolve local problems • Work in partnership to address mental health needs & impact of substance abuse • Work with partners to tackle rural crime, protect local natural environments and improve cross border working • Partnering to deal with hate crime
Optimised ICT Operational Efficiency	<ul style="list-style-type: none"> • Improve the efficiency and effectiveness of the criminal justice process • Improve the timeliness and quality of case files through digitisation • Spending your money wisely • Save resources through co-location and shared services, such as AURORA, MASH.

For Information	
Public	
Report to:	Strategic Resources & Performance Meeting
Date of Meeting:	25th May 2017
Report of:	Carl Taylor-Walster
Report Author:	Carl Taylor-Walster / Billy Pruden
E-mail:	carl.taylor-walster@nottinghamshire.pnn.police.uk
Other Contacts:	James Lunn
Agenda Item:	8

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

Health and Safety Update

1. Purpose of the Report

- 1.1 To provide a full year update on health & safety performance and statistics for the period April 2016 to March 2017.

2. Recommendations

- 2.1 For members to note.

3. Reasons for Recommendations

- 3.1 Update report only.

4. Summary of Key Points

4.1 Summary of reported injuries

Accident injuries including RTC's	2016/17	+/-	2015/16
Police Officers	224	+34%	167
Police Staff	33	-51%	68
Special Constables	2	-50%	4
Cadets	2	-	2
Total	261	+8%	241

Assaults	2016/17	+/-	2015/16
Police Officers	116	-33%	172
Police Staff	15	-38%	24

Special Constables	4	+100%	2
Total	135	-32%	198

RIDDOR reportable (Injuries reported to the Health & Safety Executive)	2016/2017	+/-	2015/16
Major Injuries	6	+100%	3
Over 7 day injuries	5	-38%	8
Total	11	-	11

5. Financial Implications and Budget Provision

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

6. Human Resources Implications

- 6.1 There are no additional Human Resource (HR) implications for the Force. Health and Safety matters are overseen by the Occupational Health Unit.

7. Equality Implications

- 7.1 There are no equality implications arising from this report.

8. Risk Management

- 8.1 Please see attached appendix, 'Annual Health and Safety Report 2016 – 2017' for details in relation to risk management and health and safety matters.

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

- 9.1 There are no policy implications arising as a result of this report.
- 9.2 The attached appendix outlines the work of the Health and Safety Team and their proactive approach to continuing improvement and to reduce the number of incidents across the Force. This links to the Police and Crime Plan priority of 'spending your money wisely.'

10. Changes in Legislation or other Legal Considerations

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

11. Details of outcome of consultation

11.1 This report has also been presented to the Force Executive Board.

12. Appendices

12.1 Year-end annual health and safety report.



NOTTINGHAMSHIRE
POLICE
PROUD TO SERVE

Annual Health & Safety Report

2016 – 2017

Report authors:

Carl Taylor-Walster. GFireE, CMIOSH

Billy Pruden. CMIOSH

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

1.0 Introduction

- 1.1 This report covers the financial year from 1st April 2016 to 31st March 2017. The aim is to provide statistical data and information on what Nottinghamshire Police is doing to protect its Police Officers, Police Staff, Specials, Volunteers, Contractors, service users and members of the general public.
- 1.2 Health & Safety focuses on reducing the risks of injury and ill health that can arise from the wide range of policing and support activities. The Force recognises that good health & safety management supports the delivery of a first class policing service to the people of Nottinghamshire.
- 1.3 Nottinghamshire Police's policy in relation to health & safety is set out in the policy statement, signed by both the Chief Constable and the Police & Crime Commissioner (PCC). The principles set out therein provide the overarching framework for all subsidiary statements at Corporate and Departmental level.
- 1.4 A new Health & Safety reporting system was introduced during April 2015. The system was introduced as a result of Multi Force Shared Service (MFSS) and has been developed collaboratively between the Health & Safety Team and the MFSS Team.

Summary of reported injuries

Table 1

Accident injuries including RTC's	2016/17	+/-	2015/16	+/-	2014/15
Police Officers	224	+34%	167	-45%	305
Police Staff	33	-51%	68	-26%	92
Special Constables	2	-50%	4	-33%	6
Cadets	2	-	2	-	0
Total	261	+8%	241	-40%	403

Injury RTC's	2016/17	+/-	2015/16	+/-	2014/15
Police Officers/Staff	21	+91%	11	-58%	26

During this period injuries as a result of Road Traffic Collisions (RTC's), have increased by 91% (21 versus 11). 18 Police Officers, 2 PCSO's and 1 Staff member received injuries. 3 of the injuries were caused by vehicles ramming police vehicles during pursuits, 14 injuries were as a result of collisions with other vehicles, 4 out of the 14 occurred when the police vehicle was responding on blue lights.

During the year, the biggest cause of injury through accident and assault was 'resisting arrest', which accounted for 74 injuries compared to 62 the previous year, an increase of 19%. Second highest cause was 'restraining prisoner' which accounted for 49 injuries compared to 52 the previous year through either accident or assault.

Table 2

Assaults	2016/17	+/-	2015/16	+/-	2014/15
Police Officers	116	-33%	172	+3%	167
Police Staff	15	-38%	24	-11%	27
Special Constables	4	+100%	2	-67%	6
Total	135	-32%	198	-1.5%	200

9 out of the 15 assaults to police staff occurred within a custody suite where Detention Officers were injured. 5 were assaults on PCSO's whilst attempting to detain a person.

Table 3

RIDDOR reportable (Injuries reported to the Health & Safety Executive)	2016/2017	+/-	2015/16	+/-	2014/15
Major Injuries	6	+100%	3	-50%	6
Over 7 day injuries	5	-38%	8	-42%	14
Total	11	-	11	-45%	20

In relation to 'major injuries' and 'over 7 day absences' unlike previous years where the biggest causes of injuries were 'restraining prisoner' and 'resisting arrest' (45%), this year the biggest cause of injury was falls/falls from height which accounted for 4 of the injuries. Only 1 RIDDOR report was down to an assault with the other 10 being classed as accidents.

The 6 major injuries were all Police Officers. 2 of the major injuries were caused by an individual resisting arrest, the other causes were chasing, crushing, fall from height, and slipping.

2.0 Health & Safety Committees

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

3.0 Training

- 3.1 The Health & Safety Team deliver a half day input to new recruits (Police Officers & PCSO's) as part of their initial training which covers dynamic risk assessment and 'red mist' focused on operational policing.
- 3.2 Ad hoc training is delivered on request covering a range of subjects. External training providers deliver Institute of Occupational Safety & Health accredited courses in Risk

Assessment and Managing Health & Safety. They are delivered on request based on demand within each department; work is carried out regionally in order to reduce costs.

4.0 Accidents / Injuries

- 4.1 The Force Health & Safety Team analyse all reported accidents in order to help prevent or reduce accidents and injuries and identify any trends. This information is also used to inform local Health & Safety action plans.
- 4.2 There were no fatalities involving Police Officers or Police Staff. There were 6 major injuries reported to the Health & Safety Executive compared to 3 the previous year. 2 fractured arms, 2 fractured wrists and 2 fractured elbows. All of these injuries involved Police Officers.
- 4.3 Table 4 shows the benchmarking per 100 officers/ staff from 1 April 2010 to 31 March 2017. This table gives an indication of force wide trends and is the most accurate method of analysing injury statistics; it takes into account changing staff numbers.

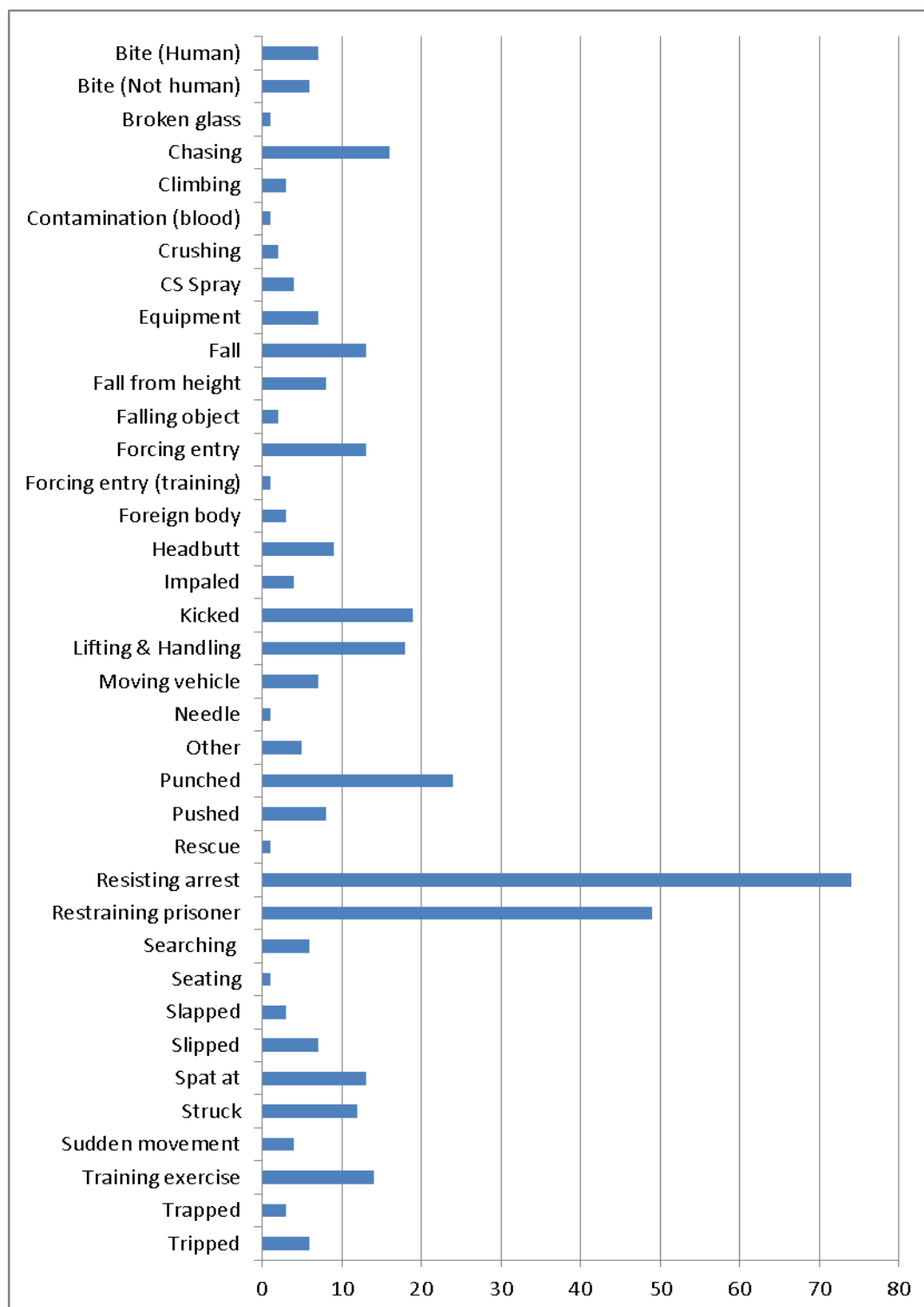
Table 4

Force benchmarks per 100 officers/staff	Total 2016-17	Total 2015-16	Total 2014-15	Total 2013-14	Total 2012-13	Total 2011 - 12	Total 2010-11
Accidents Police Officers	10.24	7.53	13.11	13.62	13.21	14.99	13.2
Accidents front-line staff*	5.71	8.08	12.57	12.77	9.26	10.23	5.54
Accidents other Police staff	1.40	2.87	2.33	5.72	4.48	3.27	5.38
Assaults front-line staff*	5.38	5.55	5.39	6.27	3.37	4.68	4.43
Assaults Police Officers	5.71	8.25	7.74	6.97	6.26	7.00	8.84
Slips/trips/falls	0.70	1.00	1.20	0.99	1.12	1.37	3.20
Training injuries Police Officers	0.59	0.38	0.91	1.28	0.93	1.41	1.30
RTC-Polac injuries Police Officers	0.85	0.58	1.20	2.03	1.24	1.51	2.00
Major injuries	0.18	0.08	0.16	0.10	0.13	0.23	0.33
Over 7 day injuries	0.15	0.22	0.37	0.49	0.60	-	-

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

- 4.4 The Health & Safety Department analyse this data and use the information to identify exceptions and to inform discussions at Departmental health & safety meetings.
- 4.5 Accidents per 100 Police Officers have increased compared to last year 10.24 versus 7.53, an increase of 36%. Police Officer assaults have decreased by 31%. There were 0.18 major injuries per 100 Officers/Staff compared to 0.08 the previous year.

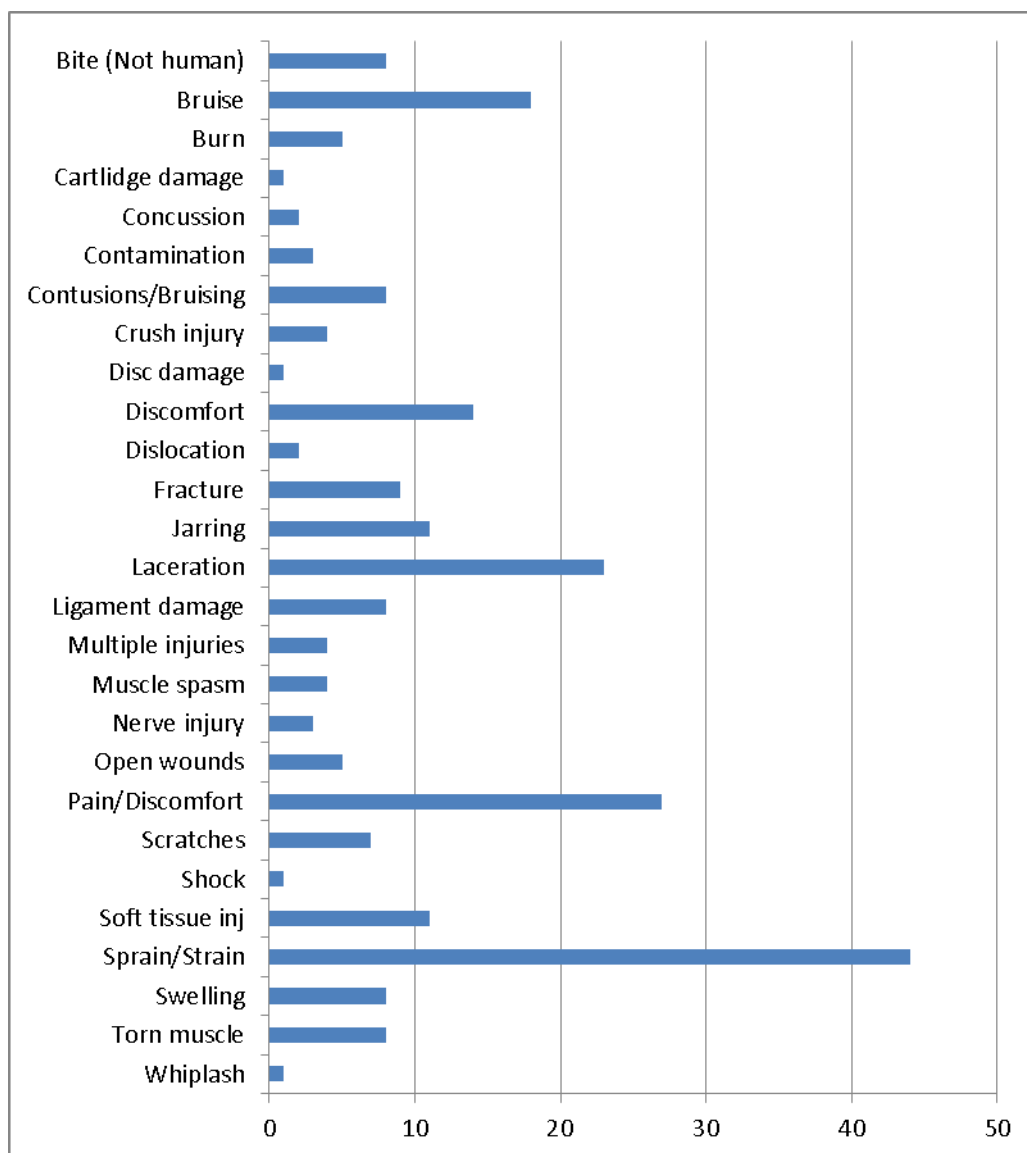
Table 5 – Causes of injuries



- 4.6 Table 5 (above) shows the causes of accidents/injuries. The top 3 causes of accidents/injuries for the year were 'restraining prisoner', 'resisting arrest' and 'punched'.

- 4.7 112 Police Officers were injured when they were faced with an individual resisting arrest or were restraining a prisoner. 6 PCSO's received an injury whilst assisting in an arrest. 4 Detention Officers were injured 'restraining prisoners'.
- 4.9 Table 6 shows resulting injury types as reported. The top 3 injury types were sprain/strain, pain/discomfort and laceration.

Table 6 – Resulting injury types



5.0 Assaults

5.1 There were a total of 135 injuries on duty as a result of an assault, a decrease of 32% on the previous year (see Table 2 Page 3). This was made up of the following mix of Police Officers/Special Constables/Police Staff:

- 116 Police Officers.
- 15 Front line staff (PCSO's and Detention Officers).
- 4 Special Constables.

5.2 Table 7 below identifies the assault frequency rate per 100 officers for the former County and City Divisions*. It identifies that assaults on officers within the City Division has fallen slightly compared to last year, down 3%. The County Division has also seen a decrease compared to last year, down 38%.

Table 7 – Assault Frequency Rate per 100 Officers

	Frequency/ 100 officers (County Division)	Frequency/ 100 officers (City Division)
2016-17	6.52	12.07
2015-16	10.45	12.50
2014-15	10.51	9.97
2013-14	11.14	8.55
2012-13	9.54	6.18
2011-12	7.69	9.44
2010-11	12.00	10.21
2009-10	7.01	5.83
2008-07	11.89	6.36
2007-08	9.98	6.23

5.3 The average frequency rate for assaults per 100 Police Officers over the last 10 years is 9.67 for the County Division and 8.73 for the City Division.

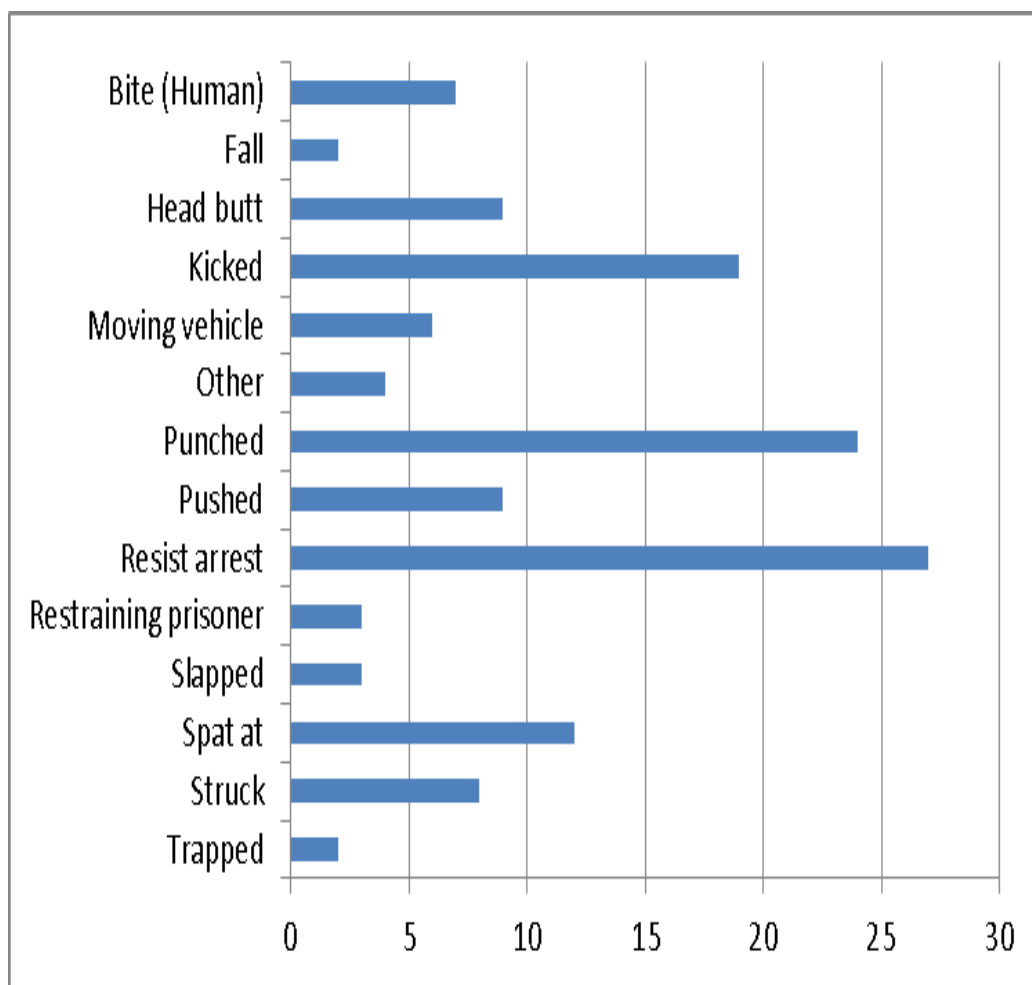
5.4 Table 8 illustrates the assaults broken down by cause.

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

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

*Data shown in the old divisional structure as Oracle HR only updated to reflect new thematic model in Feb 2017

Table 8 – Assault Cause



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

- 6.1 RIDDOR requires employers to report to the Health & Safety Executive (HSE) certain workplace related injuries, diseases and dangerous occurrences.
- 6.2 During the year 2016 - 2017, Nottinghamshire Police reported 11 'incidents' to the HSE which is the same as the previous year.
- 6.3 6 reports were sent to the HSE for the City Division, 3 were major injuries (2 fractured arms and 1 fractured wrist) and 3 were 'over 7 day' injuries. The 6 reports involved 1 Neighbourhood Support Unit Officer, 3 Response Officers and 2 PCSO's. 5 out of the 6 reported injuries required hospital treatment.
- 6.4 2 reports were sent to the HSE for County Division, both were 'major injuries'. The 'major injuries' were both fractured elbows. 1 report involved a Detective Constable and the other involved a Response Officer. Both required hospital treatment.
- 6.5 No enforcement action was taken by HSE in respect of the RIDDOR notifiable injuries.

7.0 Significant incidents

- 7.1 Unlike previous years there have been no significant incidents where a multiple number of officers have been injured.

8.0 Near Misses

- 8.1 A near miss is an unplanned event which had the potential to cause injury but did not. All employees of Nottinghamshire Police are actively encouraged to report near misses. Near misses are reviewed daily to enable swift action to be taken to prevent recurrences and to identify force wide trends.
- 8.2 During the year there were 225 reported near misses compared to 255 the previous year, a decrease of 12%.
- 8.3 Reporting of near misses is actively encouraged with messages sent out via local and force wide communications.
- 34 near misses were reported for custody compared to 63 the previous year, 64 for the County Division compared to 75 the previous year and 92 for the City compared to 100 the previous year.
- 8.4 A significant cause of near miss reports for 2016-17 centred on the use (or lack of) Taser provision to response officers. A total of 39 near misses reports relating to Taser provision were made by officers.
- 8.5 30 near misses were reported due to perceived staffing shortages/issues which officers and staff indicate may compromise their safety.
- 8.6 Data on 'near misses' is reported to Health & Safety committees throughout the force. When a trend is identified action is taken to resolve the highlighted issue.

9.0 Assurance/Compliance

- 9.1 The Health & Safety Management System has continually been improved over the past 9 years and the Health & Safety Team has overseen the development of a safety management system ensuring compliance with health & safety legislation, this includes:
- Review of the Force Health & Safety policy with improved guidance for managers. All information is now on the intranet.
 - An electronic accident and incident recording system (now APEX via Cheshire and MFSS).
 - Introduction of tools for Line Managers in relation to supporting colleagues with mental health issues.
 - Regular site inspections in conjunction with Facilities.
 - Auditing of statutory duties in relation to control of legionella and fire risk assessments.

10.0 Continuing improvement

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

11.0 Actions planned for 2016-2017

- 11.1 Audit the fire risk assessment process across the estate to ensure the outsourced contractor is fulfilling their contracted role and the Force continues to receive value for money.
- 11.2 Work with key stakeholders from the East Midlands Forces to standardise policy, guidance and risk assessments where possible in relation to regional units such as EMSOU and EMOpSS.
- 11.3 Continue to ensure Nottinghamshire Police fulfil its statutory obligations in respect of Health & Safety and that assurance is provided to the PCC and the Chief Constable that we are compliant.
- 11.4 Review Force guidance and information documents to ensure they are suitable and sufficient and accurately reflect the risk and current legislation.
- 11.5 Support the work of the Divisional and Departmental Health & Safety Committee meetings in relation to mitigating risk and assisting with any health & safety investigations.
- 11.6 Audit compliance with the Forces statutory obligations in relation to lifting equipment, throughout the Nottinghamshire Police estate.

Consideration	
Public/Non Public*	Public
Report to:	Strategic Resources
Date of Meeting:	25 May 2017
Report of:	2017-8 Community Safety Fund
Report Author:	Nicola Wade
E-mail:	nicola.wade12247@nottinghamshire.pnn.police.uk
Other Contacts:	
Agenda Item:	9

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

Community Safety Fund – 2017/18

1. Purpose of the Report

- 1.1 To update Strategic Resources on funding awarded in the PCC's 2017-8 Community Safety Fund.

2. Recommendations

- 2.1 To note the report.

3. Reasons for Recommendations

- 3.1 The report is provided for information only.

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

- 4.1 The PCC's 2017-18 Community Safety Fund provides grants to third sector community based organisations to enable local delivery against the Police & Crime Plan.
- 4.2 Up to £250,000 was available through the Community Safety Fund for individual grants of up to £25,000 to reduce crime and protect victims, witnesses and vulnerable people.
- 4.3 Fifty grant applications were received, requesting a total amount of funding of £750,518. Grants were assessed by two officers from NOPCC against a scored matrix evaluating the:
- evidence of need for the proposal;
 - proposal's fit with the Commissioner's priority themes (see above);
 - applicant organisation's experience of delivering similar work;
 - delivery plan (considering approach, timescale, outputs and outcomes); and
 - value for money.
- 4.4 Expert views were sought where appropriate (for example for hate crime applications). Applications were then considered by a panel which included

representatives from NOPCC, Nottingham Crime and Drugs Partnership, the Safer Nottinghamshire Board and a senior police officer.

- 4.5 The panel agreed the funding recommendations which were made to the PCC.
- 4.6 The PCC agreed to award grants to twenty-three organisations (please see attached list in Appendix A). Organisations were funded subject to meeting funding criteria. A total of £248,527 of funding was awarded.

5. Financial Implications and Budget Provision

- 5.1 £250,000 for the Community Safety Fund was included within the PCC's 2017-18 commissioning budget.

6. Human Resources Implications

- 6.1 None.

7. Equality Implications

- 7.1 The Community Safety Fund actively requested applications for activity to improve support to groups with protected characteristics.

8. Risk Management

- 8.1 All applications are assessed to ensure that applicant organisations meet minimum criteria (for example, that they have financial controls and appropriate insurance and policies in place). In addition, delivery plans are assessed to ensure that they are realistic and deliverable.

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

- 9.1 Applications were particularly sought in the areas below. They were identified to meet needs highlighted in the Police and Crime Needs Assessment and to ensure fit with Police and Crime Plan objectives.
- Community led projects, working in partnership with Nottinghamshire Police, to facilitate positive relationships between BME and/or new and emerging communities and Nottinghamshire Police.
 - Community led initiatives to promote community cohesion and tackle xenophobic and race-related hate crime.
 - Pilot or other projects to meet a gap in support services for victims
 - Community led initiatives to reduce noise and alcohol related anti-social behaviour.
 - Community led initiatives to reduce rural crime, including using social media to share local intelligence.
 - Targeted education and awareness raising initiatives with young people specifically in relation to new psychoactive substances and class A drugs.

- Community led projects to support improved mental health with young people, and reduce drugs and alcohol use.
- Community led early intervention and prevention of drugs and alcohol related anti-social behaviour.
- Education and awareness raising initiatives to support the prevention of digital and cyber-crime including fraud, computer misuse and on-line abuse.
- Community led initiatives in the city and conurbation to tackle knife crime. Initiatives must work closely with their local community safety partnership.
- Targeted early intervention and diversionary activity with people at risk of offending and/or anti-social behaviour.
- Projects working with offenders, particularly addressing the mental health needs of offenders.
- Develop and enable volunteering and active citizenship to build stronger communities.

10. Changes in Legislation or other Legal Considerations

10.1 None.

11. Details of outcome of consultation

11.1 None.

12. Appendices

12.1 Appendix A is attached.



Strategic Resources
Report May 2017 Appx

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

13. None.

NB

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

Nottinghamshire Office of the Police and Crime Commissioner
2017-8 Community Safety Fund
Projects awarded grant funding

Projects are funded subject to meeting funding criteria.

Ref	Org Name	Project Name	Brief Detail (Information from 2.1 Project Summary)	Total Funded £
				£
328	Al-Hurraya	Helping You, Help Yourself	Providing emotional & practical support, through culturally specific mentoring and counselling and life coaching for young people who are vulnerable involved in crime. Targeted early intervention work the main aims and objectives of the project are to improve mental well-being and transform lives.	10,000
341	Breaking Barriers, Building Bridges	Breaking Taboos	Work with young people, parents and carer's from BAME communities to address taboo issues that impact heavily on young people and their families such as domestic/sexual abuse, and worklessness.	8,000
317	Chat'bout	My Streets, No Hate	Chat'bout is ready to widen the scope of delivery building on earlier success. Our focus this year due to current events is challenging the environment which fosters hate crime.	10,000
349	Gypsy Life		To deliver awareness of hate crime against G&T and empower the G&T community to report hate crime. To deliver G&T awareness around hate crime to service providers to facilitate continuity of awareness beyond project length.	5,000
347	Himmah	CSF - ARRM	To use a system approach in tackling hate crime specifically anti-muslim hostility facilitate through a community organizing methodology to create community/victim empowerment to improve Awareness, Reporting, Response & Monitoring.	12,500
305	Hucknall Street Pastors	Hucknall Street Pastors	Street Pastors are volunteers from local Churches who are out to engage with people on the streets – to care, to help, and to listen.	500
332	Imara	Enhanced early intervention support for vulnerable witnesses through Criminal Justice Process	Early Intervention for children and families after a disclosure of child sexual abuse. Psycho-education and therapeutic strategies to children and vulnerable family members, supporting engagement in the Criminal Justice Process.	16,339
327	Jericho Road Project	Prison Visiting and Resettlement	The project delivers support to women who have been involved in the sex industry, helping to resettle them upon their release from prison and help to prevent them from re-offending.	17,214
309	Karimia Association Ltd	Trust Building Project	The Trust Building Project is about tackling the trust amongst communities in Britain, raising awareness of embracing diversity and removing negative stereotypical about Muslims in Britain.	10,000
303	Life Skills Education C.I.C	Keepin' it REAL	A targeted specialist Life Skills programme, Keepin' it REAL, to address use of psychoactive substances and class A drugs delivered in four secondary schools identified as most at risk.	8,670
346	Mixed Foundations	Journey of Life Transformation	Positively transforming the lives of victims and perpetrators of gun and knife crime through innovative specialist interventions including therapeutic counselling, mentoring, motivational and educational sessions, coming from dedicated, compassionate staff, who have high level of training and real life experiences, which service users relate to.	20,000
344	National Farmers Union	National Rural Crime Reduction Scheme	To invest in portable CCTV equipment, dummy cameras and signage to provide a means of reducing unauthorised access to farmland for illegal activities including fly tipping, joy riding, theft, arson.	7,674
325	NIDAS	Horizon	To develop a support group for family members (parents/carers/grandparents) who are being abused by their children/grandchildren.	15,000
323	Nottingham Community and Voluntary Service	PCC-VCS Engagement Project	The project will enhance the participation and engagement of Voluntary and Community Sector organisations in the planning, engagement, development, co-production and implementation of Nottinghamshire Police and Crime Plan.	10,000

320	Nottingham Mencap	Smile! Stop Hate Crime	Equipping adults with learning disabilities with skills and confidence to safely access the night time economy and working with staff across this sector to identify and report hate crime.	10,000
340	Nottingham Muslim Women's Network	Women Take the Lead	Providing Muslim Women and other women with confidence, motivation and assertiveness to become more active citizens in the community and develop relationships with other women who are institutionalised within their own homes.	5,000
337	Nottingham Women's Centre	Safer for Women	Embedding the pioneering work to address misogyny hate crime work locally and developing and rolling out additional support for women facing abuse on social media.	11,891
311	Nottinghamshire Neighbourhood Watch (aka NottsWatch)	Community Safety Initiative	With our principal partners, NottsWatch will assist residents to create new NHW schemes and information hubs (particularly in high-impact areas), and continue to advise and support existing coordinators as required.	5,000
342	Nottinghamshire Wildlife Trust	Tackling Wildlife Crime Together	Nottinghamshire Wildlife Trust will help the Police and local communities to tackle wildlife crime through increased knowledge and skills, which harms our County's wildlife and also brings distress and sometimes danger, to local people.	4,950
304	PATRA Incorporating ACDA	Nottinghamshire Police and Crime Commissioner's Advisory Group (Feasibility Project)	The proposal aims to secure funding for a pilot to assess the feasibility for creating a BME Advisory Group. This group would advise and support the Commissioner to ensure a robust and effective consultative arrangement between the Commissioner and the diverse communities of Nottingham City and the County. It also aims to ensure that BME communities' desire and aspirations for a diverse police work force and 'fair' policing is realised.	9,000
333	Safer Living Foundation	Prevention Project	To prevent victims of sexual abuse by providing a community self-referral treatment service, for individuals who are concerned about their sexual interests and/or that they may sexually offend.	25,000
314	SHE UK	SHE-Roes Lounge	SHE-roes Lounge: a psychologically informed environment addressing the complex needs of adult survivors of sexual violence, enabling them to deal with their past and reintegrate into their communities.	11,789
310	Switch Up CIC	Get Out – Stay Out	Switch Up will provide mentoring to young offenders recently released from prison to support their transition into the community and avoid re-offending	15,000

248,527

For Information / Consideration / Comment / Decision (delete as appropriate)	
Public/Non Public*	Public
Report to:	Strategic Resources and Performance Meeting
Date of Meeting:	25 th May 2017
Report of:	The Chief Constable
Report Author:	Kate Hemstock
E-mail:	Kate.hemstock@nottinghamshire.pnn.police.uk
Other Contacts:	
Agenda Item:	10

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

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 in the 12 months to March 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 PCC and Force priorities, as set out in the Police and Crime Plan.

4. Summary of Key Points

- 4.1 The summary tables in the attached report (Appendix A) provide an overview of performance across the seven Police and Crime Plan strategic objectives. Performance compared to target (where applicable) as well as trends in the short and long term are considered, and operational insight is provided to add context.

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 regular basis through the provision of management information for all key areas of the business, and any exceptional performance is identified, assessed and responded to through the appropriate governance 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 A: Performance and Insight report

Nottinghamshire Police

Performance & Insight Report

PCC Themes One to Seven

Year-end performance to March 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 March 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	82.3%	●	<p>Satisfaction for incidents reported in the 12 months to January has remained the same as December at 82.3%. Performance remains below the 84.6% achieved for the same period of last year however.</p> <p>In terms of the aspects of satisfaction, ease of contact and treatment remain high in the mid-nineties (96.6% and 94.9% respectively) for all user groups, and these positions remain unchanged from the figures reported for the last three months. There has been a month on month deterioration in satisfaction levels for keeping people informed and January reduced slightly to 68.2% after December had maintained the same performance as November at 68.6%.</p> <p>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. The university plan to run focus groups this month, with a view to the findings being reported in June 2017. Additional local analysis has also been commissioned, with the findings due to be reported at the May 2017 Force Performance Board meeting.</p>
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%	●	<p>Current performance covers interviews in the year to March 2016¹. Please note that this information is updated annually.</p> <p>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.</p> <p>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</p>

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
					people agreeing with statement at 58.8% compared to 54.4% in the previous year.
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	+30	●	<p><i>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.</i></p> <p>Of a total of 1,222 Domestic Abuse victims in the month of March, 391 had been a victim of one or more previous domestic abuse incidents or crimes in the 12 months prior (April 2016 – March 2017).</p> <p>This compares to a baseline monthly average for the 2015/16 year of 361 repeat victims per month, which is an increase of 30 repeat victims or +8.4% in the month of March.</p> <p>As a proportion, 32.0% of DA victims in March were repeat victims. This is less than the baseline monthly average for last year (34.5%). The increase in repeats but reduction in proportion is due to an overall increase in domestic abuse in March.</p>
		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	+4	●	<p><i>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</i></p>



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
					<p>twelve months.</p> <p>Of a total of 118 hate crime victims in the month of March, 17 had been a victim of one or more previous hate crimes in the 12 months prior (April 2016 – March 2017).</p> <p>This compares to a baseline monthly average for the 2015/16 year of 13 repeat victims per month, which represents 4 more repeat hate crime victim in March compared to the baseline figure.</p> <p>As a proportion, 14.4% of hate crime victims in March were repeat victims. This figure is higher than the baseline monthly average for the previous year (10.9%).</p>
		e) To monitor repeat victims of ASB incidents.	931		<p>There were 931 victims of ASB in March 2017 who had reported a previous incident or incidents in the 12 months prior. This is higher than the figure reported in February (743). It is important to note however that overall ASB incidents reported to the police increased in March, with 2,678 incidents recorded compared to 2,199 in February. As a proportion, repeat ASB accounts for 34.8% of all incidents in March which is only slightly above the equivalent figure for February (33.8%).</p>
		f) To monitor the number of domestic abuse incidents and crimes and the proportion of which are repeats	13,767 crimes and incidents		<p>The Force recorded 1,063 domestic abuse crimes and incidents in March 2017.</p> <p>This year the Force has recorded a total of 13,767 Domestic Abuse crimes and incidents which is an average of 1,147 per month.</p>
			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	2,617 offences		<p>The Force has recorded 2,617 sexual offences this year. This is a 25.5% increase on the previous year (531 more offences). Rape offences have seen an increase of 15.6% (+125 offences) this year,</p>

Strategic Priority Theme One: Protect, support and respond to victims, witnesses and vulnerable people				
Measure		Objective / Target	Performance	Insight
				<p>while other sexual offences increased by 31.5% (+406 offences).</p> <p>Following the National Crime Recording Standards (NCRS) audit, the Force continues to record Sexual Offences at a higher level than previously. In the last three months the Force has recorded a total of 740 offences, an average of 247 sexual offences per month. This compares to a total of 509 offences in the equivalent three month period of last year (an average of 170 offences per month).</p>
		b) To monitor satisfaction levels of victims of Domestic Abuse through the force victim surveys	92.6%	<p>Results of the Domestic Abuse Victim Satisfaction Survey for incidents reported in the 12-months to the end of January 2017 demonstrate that around nine in every ten victims of domestic abuse are satisfied with the whole experience (92.6%, 440 people satisfied out of 475 who were surveyed). Performance is stable over the last year and has improved from the November figure of 91.6% satisfaction with the whole experience and maintained the same as the December figure of 92.6%.</p>
		c) To monitor the number of Hate Crimes and the proportion of which are repeats	1,327 hate crimes 725 hate incidents	<p>There have been a total of 1,327 hate crimes this year. Over the same time period the Force has recorded 725 Hate Incidents, meaning that the overall total for the financial year stands at 2,052 hate crimes.</p> <p>This total represents an increase from last year (+27.9% or 447 more hate crimes/incidents).</p> <p>There were 104 hate crimes and 42 hate incidents (total 146 crimes/incidents) in March which is similar to the levels seen in February. Higher levels of hate crimes and incidents occurred between July to December 2016 which averaged 208 Crimes/Incidents per month (which breaks down to 138 crimes and 70 incidents per month on average).</p>
			Proportion that are repeats	Please see measure 1.4d (above)

Strategic Priority Theme One: Protect, support and respond to victims, witnesses and vulnerable people					
Measure		Objective / Target	Performance		Insight
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)	-33.9%		<p>Data is provisional. Information is released quarterly.</p> <p>Data for the calendar year 1st January 2016 – 31st December 2016 shows a 33.9% reduction (-233 fewer persons) Killed or Seriously Injured (KSIs) on Nottinghamshire's roads compared to the 2005-2009 baseline period. This performance is slightly improved against the same period of the calendar year of 2015 (-0.9% or 4 fewer persons).</p> <p>All user groups except the pedal cyclist group are showing a reduction. There were 355 pedal cyclist KSIs in 2016 compared to 349 in 2015 which is 6 more persons (1.7% increase). Compared to the 2005-2009 baseline this is an increase of 3 more persons (0.9%).</p> <p>KSIs in the 0-15 age group continue to reduce with a 65% reduction against the baseline.</p>
		b) Monitor KSIs for 0-15 year olds	-65.0%		
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	-78.0%		<p>Data is year-end to 31st March 2017.</p> <p>11 people have been presented to custody as a first place of safety this year. This compares to a total of 50 last year. On average this year, less than three percent of mental health patients have been taken to custody, with the vast majority taken to the mental health suite.</p>
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		<p>Data as per last report. Data for this measure is released quarterly, with the next update due May 2017.</p> <p>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</p>

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.

Strategic Priority Theme One: Protect, support and respond to victims, witnesses and vulnerable people				
Measure		Objective / Target	Performance	Insight
				years. Source: East Midlands Criminal Justice Service (EMCJS).
1.9	Percentage of incidents responded to within the target time ⁵	<p>To monitor the percentage of Grade 1 and 2 incidents attended within the recommended timescale* for</p> <p>a) Rural b) Urban</p> <p><i>*The recommended timescales for grade 1 (immediate) and grade 2 (urgent) response incidents are as follows:</i></p> <ul style="list-style-type: none"> Grade 1 incidents in Urban areas within 15 minutes and Rural areas within 20 minutes; and, Grade 2 incidents within 60 minutes. 	<p>Grade 1 79.7%</p> <p>Grade 2 64.5%</p>	<p>In terms of Grade 1 incidents, the Force attended 80% of Urban areas and 77.6% of Rural areas within the advised times this year, giving a total 79.7% for all Grade 1 incidents. Whilst 64.5% of Grade 2 incidents were attended within 60 minutes.</p> <p>The average attendance time for Grade 1's has been improving over the last 3 months with an average 12.9 minute attendance time over the 3 month period.</p> <p>On average, the Force attends Grade 1 incidents within the recommended times. For the last 3 months the average attendance time for Grade 2 has been 80 minutes.</p>

Strategic Priority Theme Two: Improve the efficiency and effectiveness of the criminal justice process					
Measure		Objective / Target	Performance		Insight
2.2	Crown and Magistrates' Courts conviction rates	To record a conviction rate in line with the national average	CC +0.3pp		Data for this measure is released quarterly. The most recent quarter 3 data covers October to December 2016. Quarter 4 data will be available July 2017.
			MC -2.3pp		

⁵ Outliers have been excluded from the overall figures

Strategic Priority Theme Two: Improve the efficiency and effectiveness of the criminal justice process					
Measure		Objective / Target	Performance		Insight
					<p>conviction rate of 79.1% which is higher than the national average of 78.8%.</p> <p>The Magistrates' Courts conviction rates of 82.5% for the same period are below the national average (84.8%). This continues to be an issue for Nottinghamshire 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.</p>
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 -4.6pp	●	<p>Data for this measure is released quarterly. The most recent quarter 3 data covers October to December 2016. Quarter 4 data will be available July 2017.</p> <p>Crown Court performance in quarter 3 was 31.5%.</p> <p>Magistrates Court performance in quarter 3 was 65%.</p> <p>Crown courts are recording a reduction in early guilty plea rates in quarter three compared to the overall rate for last year and Magistrates are performing better than last year – the 2015/16 figures were 36.1% early guilty plea at Crown Court (31.5% achieved this year) and 58.8% for Magistrates (65% achieved this year).</p> <p>Rates for both courts remain below the national average. The national average for Crown Court for quarter 3 was 40.2%, and the Magistrates Court national average was 69.4%.</p>
			MC +6.2pp	●	
		To be better than the national average	CC -8.7pp	●	
			MC -4.4pp	●	
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.			<p><i>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</i></p>

Strategic Priority Theme Two: Improve the efficiency and effectiveness of the criminal justice process					
Measure		Objective / Target	Performance		Insight
		Achieve a year on year improvement in effective trial rates.			<i>the UK statistics authority and at the current time the Force is not permitted to publish this data.</i>

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.	+13.7%	●	<p>The Force ended the performance year with a 13.7% (9,931 offences) increase in All Crime compared to last year.</p> <p>Monthly volumes between September and November peaked to the highest levels recorded in the last five years as a result of the proactive National Crime Recording Standards (NCRS) audit programme, with Violence Against the Person, Sexual Offences, Public Order offences and Hate Crimes in particular seeing large increases.</p> <p>Whilst the NCRS audit is now complete, the force has put in place new daily processes to maintain compliance with the national standards. This means that recorded crime volume remains at a higher level and this is expected to continue as the accepted new 'normal' level, driven primarily by the offences types listed above.</p> <p>All Crime volume in March 2017 was 31.7% higher than last March, which equates to 1,902 additional crimes being created in the month.</p> <p>Victim-Based crime has increased by 11.7% (7,614 offences) this year, while Other Crimes Against Society have increased by 32.4% (2,317 offences). The increase in Other Crimes Against Society is driven by a 92.7% increase in Public Order offences, the majority of which were recorded as a result of the NCRS audit. Public Order offence volumes remain high following the audit, as a result of the daily incident checks now in place in force.</p>
		b) A reduction in Victim-Based Crime compared to 2015-16	+11.7%	●	<p>The overall volume of Victim-Based crime increased by 7,614 offences compared to last year.</p> <p>Violence Against the Person (VAP) and Sexual Offences have both been a major cause of the increase. This was due to the increase in offences as a result of, and the subsequent daily checks following,</p>


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
					<p>the NCRS compliance audit.</p> <p>VAP has seen a 25.2% increase (+4,483 offences). Performance is driven by an increase in Violence without Injury with a 49.4% increase (+3,782 offences).</p> <p>Sexual Offences have increased by 25.5% this year (+125 Rape and +406 Other sexual offences).</p> <p>The Force recorded an increase in Burglary Dwelling between October and December but monthly volumes have reduced since then. None-the-less the force ended the year with a 10.4% increase (+348 offences) in Burglary Dwelling.</p> <p>Theft ended the year with a 12% increase compared to last year which is 2,262 additional crimes. Within theft there was an 11.6% increase (+891 offences) in shoplifting and a 20.7% increase (+1,700 offences) in Other Theft.</p>
		c) To monitor the number of offences in those local areas which experience high levels of crime			<p>The five areas of Nottingham City that have been identified as experiencing high levels of crimes have recorded a total of 8,287 crimes this year. This represents a 15.5% (1,115 offences) increase in All Crime compared to last year. All five areas are recording an increase compared to last year, with these ranging from +13.6% on Bulwell to +17.1% on Arboretum. The percentage increase of 15.5% recorded over the five City areas compares to an increase of 12.8% over the same period for the City overall.</p> <p>This year, the County priority areas have recorded a total of 14,180 crimes, which equates to a 14.5% (1,793 offences) increase in All Crime compared to last year. This is more or less in line with the increase of 14.2% for the County area as a whole.</p> <p>Of the nineteen priority areas on the County, seventeen 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 31.4% (153 offences). Kirkby East</p>

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
					continues to have the second largest increase with 193 more offences this year compared to last. This equates to a 30.8% increase.
		d) To reduce the levels of rural crime compared to 2015-16 and report on: 1.1. Rural 1.2. Urban	+12.1%	●	<p>This year the Force has recorded 9,766 rural crimes, an increase of 1,054 offences (12.1%) on last year. Over the same period crime in urban areas has increased by 13.3% (8,436 offences). The rate of offences per 1,000 population in rural areas is 45.790 compared to 81.854 in urban areas.</p> <p>Crime in rural towns and fringes has increased by 12.8% (648 offences) this year, while crime in rural villages has increased by 14.6% (371 more offences).</p> <p>Rural areas continue to record an increase in Burglary offences (+120 or +8.8%). 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 actually reduced on urban areas this year (-12 offences).</p>
3.2	Reduction in Anti-Social Behaviour (ASB) incidents across the force	<p>A reduction in ASB incidents compared to 2015-16 and report on:</p> <p>a) Personal b) Nuisance c) Environmental</p>	-6.5%	●	<p>The Force ended the year having recorded a reduction of 2,385 incidents (-6.5%). January and February saw the Force record the lowest monthly levels of ASB incidents in the last 4 years. Levels have since increased in March in line with the anticipated seasonal trend.</p> <p>The City partnership area recorded a reduction in ASB, with 1,842 fewer incidents. This is a 10.2% reduction. The County partnership recorded a smaller reduction of -3% (-564 incidents).</p> <p>Environmental ASB ended the year with an increase (+444 incidents or 23.5%). ASB Personal and Nuisance ended the year with reductions (-13.8% or 852 fewer incidents and -6.9% or 1,998 fewer incidents, respectively).</p>

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
3.3	The detection rate (including Positive Outcomes) for Victim-Based Crimes	<p>a) An increase in the positive outcome rate for Victim-Based Crime where Threat, Harm or Risk is high e.g. serious sexual crime*.</p> <p><i>*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.</i></p>	-4.8pp		<p>The Force has recorded 1,863 fewer positive outcomes for Victim-Based Crime this year compared to last. The force ended the year with a positive outcome rate of 17.2% compared to 22.0% the previous year.</p> <p>Despite this year end position, there are recent signs that performance for positive outcomes is returning to previous levels, with recorded volumes in January, February and March similar to the levels recorded in early 2015. The outcome rate in quarter 4 this year is at 21.9%, compared to 20.1% in the same quarter of last year.</p> <p>Positive Outcomes performance will be discussed in more detail at the April Force Performance Board meeting.</p>
		b) To monitor the proportion of Community Resolution disposals	14.5%		The Force has recorded a total of 2,394 community resolutions this year, which equates to 14.5% of all Positive Outcomes over the same period.
		c) To monitor the positive outcome rate for All Crime	20.1%		The positive outcome rate for All Crime was 20.1% for this financial year compared to 25.9% for last year.

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 5,979 (7.3%) ASB 4,665 (13.5%)	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 (according to NICL qualifiers in Niche) is 5,979, which equates to 7.3% of all recorded crime in the same period, while alcohol-related incidents account for 13.5% of all ASB incidents.
		b) To monitor the proportion of alcohol-related violent crime	3,636 (16.3%)	The proportion of Alcohol-Related Violence in Nottinghamshire year-to-date is 16.3%. 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	1,689 crimes	There have been 1,689 Night-Time Economy VAP offences flagged on Niche as being alcohol-related this year, which accounts for 55.7% 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	-12.2pp	●	<p>The Force recorded 5 fewer Confiscation and Forfeiture Orders this year compared to last year; this equates to a reduction of 2.2%, placing the Force more than twelve percentage points below the 10% increase target.</p> <p>It should be noted that any decision to apply for an order is made by the Crown Prosecution Service and not the Police.</p> <p>A decision to grant an order is one for the court alone.</p> <p>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.</p> <p>The Force ended the year recording 23 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.</p> <p>Performance information for the value of orders is currently unavailable.</p>
		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			<p>Information as per the previous report. Organised Crime in Nottinghamshire: Strategic Position Statement</p> <p>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.</p> <p>In terms of the managing the threat posed by OCGs, each active</p>

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	692 offences	There have been a total of 692 production and supply drug offences this year, which is 22 fewer offences when compared to last year. The number of supply offences increased by 23 offences, while production offences reduced by 45.
5.4	The number of Cyber Crimes	To monitor the number of Cyber Crimes in 2016-17		<p>Information as per the previous report. Next update due May 2017.</p> <p>In the first three quarters of 2016/17 (April 2016 – December 2016) the Force recorded 1,032 online crimes⁶. This equates to 1.4% of all recorded crime⁷.</p> <p>The majority of offences are harassment offences. There are also a number of offences in the Miscellaneous Crimes Against Society category which relate to the obscene publications act.</p>

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		<p>Information is provided quarterly. Current update is to the end of March. Next update will be in the July report.</p> <p>Data from the Integrated Offender Management (IOM) Team Tracking Tool reveals that 152 nominals have entered the system since January 2016. Of these, 24 (15.8%) have since exited the programme.</p> <p>The average entry score for all nominals who have entered the programme since January 2016 is 513, while the average exit score is 81. This reveals a reduction in risk score of -431 (-84% lower than the entry score).</p> <p>17 nominals have exited with a risk score of less than fifty and 4 of these have exited with a risk score of zero.</p> <p>Mid-point scores for the January to March 2016 (Quarter 4 2015/16) cohorts have now been calculated. The combined risk score for the three cohorts when they entered the IOM programme was 10,161. The mid-point scores (assessed in March 2017) for the same group of offenders is 3,635. This represents a significant 64% reduction in the risk score for these three groups over the 12 months that the groups have been on the IOM programme.</p> <p>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 299 previously to 513 since January 2016. The reductions in the severity score between entry and exit, and the mid-point scores for the Quarter 4 2015/16 cohort strongly suggest that the IOM programme is successfully reducing threat, risk and harm in a cohort which is already 72% more risky than cohorts managed previously.</p> <p>IOM performance will be discussed in detail at the May Force</p>

Strategic Priority Theme Six: Prevention, early intervention and reduction in re-offending				
	Measure	Objective / Target	Performance	Insight
				Performance Board meeting.
6.2	Youth Offender re-offending rates	To monitor re-offending rates and offending levels of Youth Offenders in the Youth Justice System (YJS)		<p>Data from the Youth Offending Team (YOT) for the City show that 26.2% of youth offenders (99) within the cohort have re-offended in the last 12 months, with a re-offending rate of 0.66. Nationally, the latest data to 2011/12 shows an average re-offending rate of 35.5%.</p> <p>The 12 month picture is for the March 2015 – February 2016 cohort of 378 youth offenders (City YOT only).</p>
6.3	Community Resolutions for Youth Offenders	To monitor re-offending in Youth Offenders who have received a Community Resolution disposal	153	<p><i>Please note: the method used to report on this measure has been changed, therefore comparison to previously reported figures is not recommended.</i></p> <p>Based on the date detected, 2016/17 a total of 153 positive outcomes have been issued to youth offenders who had previously received a community resolution in 2015-16. 1,108 youth offenders were dealt with by way of community resolution in 2015-16. This equates to a reoffending rate of 13.8%. 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.</p>

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			<p>Latest position statement – March 2017.</p> <p>The 2016/17 efficiency target in order to achieve a balanced budget was £12.0m. The Force has delivered the £12.0m saving with the current outturn position showing that we will be underspent by £1.0m. The Medium Term Financial Plan (MTFP) continues to be developed and looking at various resourcing scenarios with on-going work between Finance and the rest of the organisation to identify any possible risks or opportunities in delivering a balanced longer term view</p>
7.2	Total number of days lost to sickness	a) 3.7% for officers (8.2 days)	5.4% (Officers)	●	<p>The latest rolling 12 month (April 2016 to March 2017) sickness data for the Force has shown that officer sickness is 5.42% against the target of 3.7%. This equates to 12.0 days lost to sickness versus the target of 8.2 days. There appears to be an increasing trend for police officer sickness; the equivalent 12 month rolling figure from March 2016 is 4.73%.</p> <p>For the same period, staff sickness was 4.89% against the target of 3.7%. This equates to 10.8 days lost to sickness versus the target of 8.2 days. Staff sickness rates have been reducing month on month since September 2016.</p>
		b) 3.7% for staff (8.2 days)	4.9% (Staff)	●	
7.3	BME representation	Increase BME representation within the Force to reflect the BME community	4.5%	●	BME headcount percentage is at 4.53% for Police Officers and 4.43% for Police Staff. This is below the 11.2% for Nottinghamshire resident population (2011 Census).
7.4	Improve data quality and Compliance with national recording standards.	Compliance rate with national recording standard in respect of All Crime.			<p>Latest position statement for March 2017.</p> <p>The NCRS Compliance Team will be introduced asap in 2017, albeit with a leaner structure than first proposed. The team 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</p>

Strategic Priority Theme Seven: Spending your money wisely				
Measure		Objective / Target	Performance	Insight
				<p>will evolve and be regularly reviewed to ensure that excellent levels of NCRS compliance are consistently achieved. Consultation with existing staff members has begun with the process for recruiting new staff due to commence very soon.</p> <p>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.</p>
7.5	Manage Demand for Service with partners	Monitor the number of: a) Total Calls received at Control Room	53,078	<p>The Force received 53,078 calls to the control room in March 2017, which is at higher than expected levels. Non-emergency calls were around 4,000 calls higher than expected and were at the highest March volume seen in the last 10 years. This is believed to be a combination of a higher than anticipated demand month, along with a change in process of answering calls in the control room and additional training requirements for the newly employed call takers.</p> <p>This will be discussed in more detail in the Operational Performance Review meeting.</p>
		c) 999 calls per 100k Population	1,353	<p>Of the calls to the control room, a total of 14,769 were 999 calls which is slightly higher than anticipated levels (average 14,500 calls anticipated in March). This equates to 1,353 999 calls per 100k population.</p>

For Comment & Decision	
Public/Non Public*	Public
Report to:	Strategic Resources and Performance Meeting
Date of Meeting:	25th May 2017
Report of:	Charlotte Radford – Chief Financial Officer
Report Author:	Pamela Taylor – Senior Financial Accountant
E-mail:	Pamela.taylor@nottinghamshire.pnn.police.uk
Other Contacts:	Amanda Harlow – Treasury Management Accountant
Agenda Item:	11

CAPITAL OUT-TURN AND SLIPPAGE 2016-17

1. Purpose of the Report

- 1.1 This report is to inform the Police & Crime Commissioner of the capital out-turn and request approval of budget slippage into 2017-18.

2. Recommendations

- 2.1 The Commissioner is requested to approve:
- The capital expenditure of £8.043m. (4.4)
 - The net slippage of £6.012m as a formal addition to the 2017-18 programme.(4.4)
 - The virement of £0.135 (4.7)
 - The overspend of £0.977m on Niche. (4.6)

3. Reasons for Recommendations

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

4. Summary of Key Points

- 4.1 The figures included here are expected to be the final ones for the year. However, during the final accounts process they are subject to amendment.
- 4.2 The expenditure on capital has been closely monitored throughout the year and variations reported on a regular basis both to the Force Executive Group and the Commissioner. The last published report on capital was the Q2 and this report is an update on that position.
- 4.3 The main focus of the programme has been to meet the needs of the Tri force alliance and only essential projects.

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

Area	Original Budget inc' slippage £m	Added funding approved £m	Saving (-) / over - spend £m	Forecast Period 6 £m	Actual Spend 2016-17 £m	Slippage into 2017-18 £m	As a % of budget	2017-18 Budget inc' slippage £m
Estates	6.072	1.280	-0.999	3.130	3.485	-2.868	39%	4.065
IS	5.888	0.090	-0.835	5.474	2.419	-2.724	46%	5.289
Other	1.173	0.805	0.581	2.324	2.139	-0.420	21%	3.927
Total	13.133	2.175	-1.253	10.928	8.043	-6.012	39%	13.281
Financed by								
Capital Grant & Contribution	1.448			1.448	1.818			2.793
Capital Receipts	0.548			0.548	0.548			2.828
Borrowing	11.137			8.932	5.677			7.660
Total	13.133			10.928	8.043			13.281

4.5 The detailed information is included in Appendix 1 to this Report and brief reasons for the slippage are included in Appendix 2. The net slippage of £6.012m is requested as a formal addition to the 2017-18 Capital Programme. In proposing this slippage budget managers have been asked to consider whether it is wholly essential to complete the original project and savings have been incorporated where possible.

4.6 Appendix 3 reviews the main reasons for under and overspends in the year for the ones above £0.050m. The most notable item within this is the overspend on Niche for £0.977m. This arose due to the scope of the project being extended to include data conversion and transfer of historic data. Unfortunately the protocols for obtaining the appropriate permissions for this were not followed.

4.7 There has been additional virement in the second half of the year as follows:

FHQ Kennels have had an additional £0.100 allocated from savings of £0.050 from both Mansfield Open Plan and Accommodation for the Digital Investigation Unit. (DIU)

Tanking works at the FHQ had a further £0.35m budget allocated from the DIU.

- 4.8 The final expenditure was £8.043m, which is £2.885m less than the mid-year estimate.

5. Financial Implications and Budget Provision

- 5.1 The level of capital expenditure impacts on the revenue account via borrowing costs and MRP. 2016-17 expenditure increased the MRP position in 2017-18 by £0.322m

6. Human Resources Implications

- 6.1 None as a direct result of this report.

7. Equality Implications

- 7.1 None as a direct result of this report.

8. Risk Management

- 8.1 None.

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

- 9.1 None as a direct result of this report.

10. Changes in Legislation or other Legal Considerations

- 10.1 None

11. Details of outcome of consultation

- 11.1 Not applicable

12. Appendices

- A Detailed Capital Out-turn
- B Analysis of slippage

13. Background Papers

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

APPENDIX 1 CAPITAL OUT-TURN 2016-2017		Original Approved Budget £000's	Virements £000's	Additional Funding Approved £000's	Saving/ Overspend £000's	Outturn £000's	Slippage from 2017-18 £000's	Slippage to 2017-18 £000's
Estates Projects								
Access Control Improvement Works	327					170	57	-214
Automatic Gates/Barriers - various	200							-200
Biomass Boilers	15				-5	10		
Bridewell Refurbishment	588							-588
Building Management replacement system	370				-7	15		-348
Bulwell Refurbishment	150				-150			
Bunkered Fuel Tank Works	225							-225
Byron House - Central Relocation	0			900	87	987		
Carlton - EMAS Community Station	100	80				169		-11
CCTV (Non Custody)	13				-3	7		-3
Custody Improvements	25					19		-6
Demolition of Huts	0							
DIU/Cyber	180	-85				87		-8
Eastwood Police Station Replacement	0			140		136	96	-100
FHQ External Street Lighting	160					130		-30
FHQ Kennels	569	100				583		-86
FHQ Tanking to Property store	42	35			-3	74		
Hub	0			150		139		-11
Lift replacement - Mansfield	55							-55
Lucerne/Themis	170				-169	1		
Mansfield - create open plan space	800	-50			-50			-700
Mansfield Partnership Hub	0			90		90		
Newark - create open plan space	600	-80			-520			
Oxclose Lane Refurbishment	837					755	143	-225
Radford Rd Kitchen & rest room	5					5		
Radford Road Lifts	54					40	1	-15
Response Hub - Ranby	220				-220		219	-219
Retford Shared Service base	5				-5			
Southern Public Protection Refurb	30							-30
Tom Ball Retention (old job)	0				6	6		
Watnall Road Response Hub	42				40	62	10	-30
West Bridgford 1st floor refurbishment	290							-290
	6,072	0		1,280	-999	3,485	526	-3,394

APPENDIX 1 CAPITAL OUT-TURN 2016-2017	Original Approved Budget £000's	Virements £000's	Additional Funding Approved £000's	Saving/ Overspend £000's	Outturn £000's	Slippage from 2017-18 £000's	Slippage to 2017-18 £000's
I.S. Projects							
Airwave Device Replacement	22			-22		22	-22
Cloud Networking Migration	300			-300			
Crime Recording (CRMS) A & E	23			-23			
Desktop Virtualisation	173			-11	-11		-173
Digital Investigations Unit Equipment	0		90		77	1	-14
EMRN Services onto PSN bearers	34			-34			
Exchange 2010	5						-5
Improvements to Digital Investigation Storage	336				232	90	-194
Intrusion - monitor & heal software	60			-20	14		-26
Local Perimeter Security Enhancements	31			-10	8		-13
Migrate to PSN	27			-45	-18		
Mobile Data Platform	524				285	57	-296
Network Infrastructure Improvements	350				102	4	-252
Regional Agile Working	998			-298	661		-39
Regional ANPR	99						-99
Regional LAN Desk Merger development	458				8		-450
Regional Project Storage (DIR)	72			-72			
Ring of Steel ANPR Cameras	210				8	8	-210
Sharepoint Portal	200						-200
Storage Solutions	201				124		-77
System Centre Operation Manager (SCOM)	70						-70
Telephony Project	962	13			720		-255
Upgrade Audio Visual Equipment	46				5		-41
Upgrade Control Room SICCS							
Workstations	674				204	112	-582
Windows 7	13	-13					
	5,888	0	90	-835	2,419	294	-3,018

APPENDIX 1 CAPITAL OUT-TURN 2016-2017	Original Approved Budget £000's	Virements £000's	Additional Funding Approved £000's	Saving/ Overspend £000's	Outturn £000's	Slippage from 2017-18 £000's	Slippage to 2017-18 £000's
Other							
Artemis Fleet Management	161			-161			
Bassetlaw/Broxtowe ANPR provision	50			-50			
Body Worn Video	113			-3	110		
Chief Officer Team vehicles	30			5	35		
Digital Interview Recorders	18			-17	1		
Evidence Storage - A & E	55				1	1	-55
Firearms Cabinets & Access Storage	150			-70			-80
Niche	296			977	1,273		
Northern Property Store Increased Storage	300			-100			-200
Taser Deployment			86				-86
Team			24		24		
Tri-Force - Wireless Transformation			44		44		
Tri-Force - Video Conferencing			147		147		
Tri-Force - Single Core Telephony Platform			504		504		
	1,173	0	805	581	2,139	1	-421
Total Programme	13,133	0	2,175	-1,253	8,043	821	-6,833
						Net slippage	-6,012

For Information / Consideration / Comment / Decision (delete as appropriate)	
Public/Non Public*	
Report to:	Strategic Resources & Performance
Date of Meeting:	25 th May 2017
Report of:	Paul Dawkins – Director of Finance
Report Author:	David Machin
E-mail:	David.Machin10991@Nottinghamshire.pnn.police.uk
Other Contacts:	Mark Kimberley – Head of Finance
Agenda Item:	12

Provisional Outturn Report for 2016/17

1. Purpose of the Report

- 1.1 The purpose of this report is to provide an update on the provisional financial outturn position against the key financial performance headlines for Nottinghamshire Police as at 31st March 2017 (Period 12).

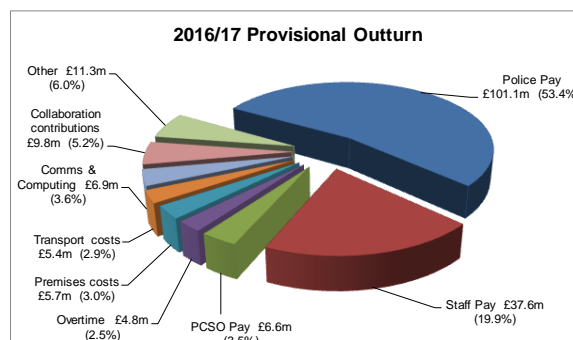
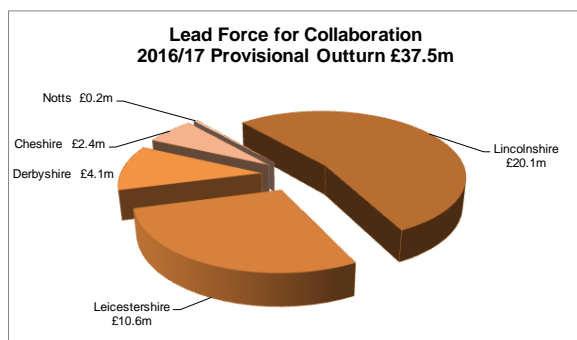
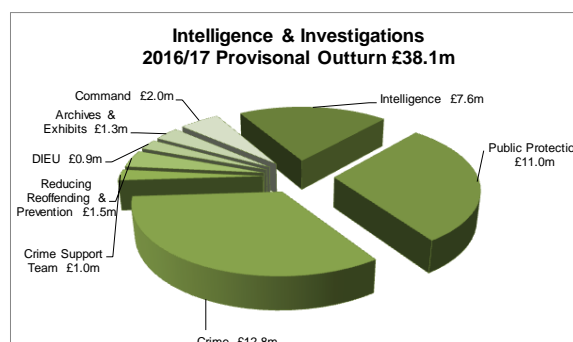
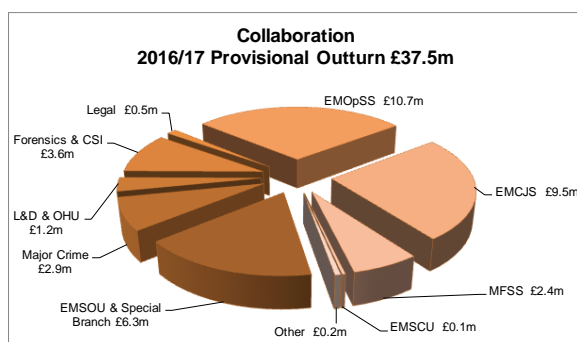
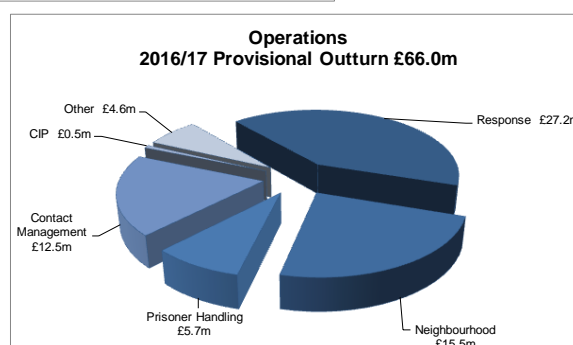
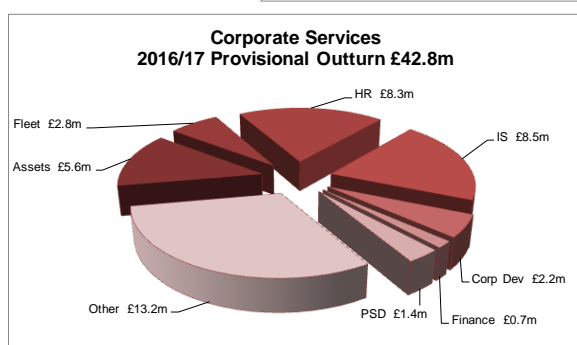
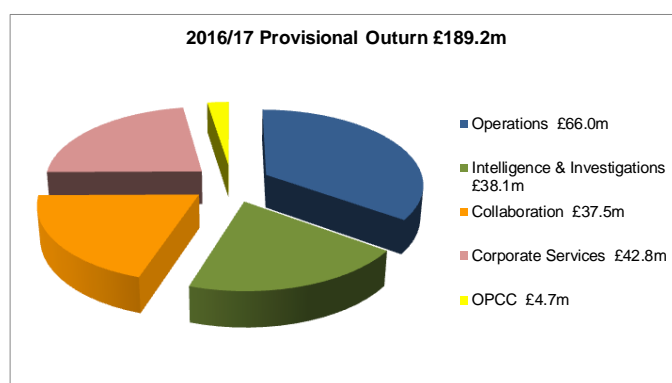
2. Recommendations

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

Entity	Budget £'000	Actual £'000	Outturn Variance £'000
Force	185,438	184,428	(1,010)
OPCC	4,729	4,731	2
Group	190,166	189,159	(1,007)

- 2.2 It is recommended that the Commissioner approves the transfer to the Medium Term Financial Plan (MTFP) reserve £1,010k from the above underspend; and the transfer from the Grants & Commissioning reserve of £2k to meet the above overspend.

Analysis of the 2016/17 Provisional 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

The Force

- 4.1 The provisional outturn for the Force is £184,428k which is an underspend of £1,010k against the original budget, and £59k better than reported at the Quarter Three review.

This is an excellent performance in a year which included an efficiency programme of £12.0m to achieve a balanced budget. It is recommended that this underspend is to be transferred to the MTFP reserve as a contribution to repay the reserves that were required to offset the overspend for the financial year ended 31st March 2016. Appendix A provides a more detailed position.

The provisional outturn for the OPCC is £4,731k which is an overspend of £2k against the original budget. The projected outturn assumed a balanced budget position, this overspend will be met from a transfer from the Grants & Commissioning reserve.

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

Nottinghamshire Police Group Position Total:				
Budget Variance Analysis				
	Variance to Budget			
	£'000	£'000	£'000	Note
Pay & allowances				4.2
Police officer	(2,014)			
Staff	(175)			
PCSO	(1,123)			
		(3,312)		
Overtime				4.3
Police officer	554			
Staff	168			
PCSO	8			
		730		
Other employee expenses		73		
		(2,509)		
Premises costs	(320)			4.4
Transport costs	(1,065)			4.5
Comms & computing	(620)			4.6
Clothing, uniform & laundry	(98)			
Other supplies & services	4,741			4.7
Collaboration contributions	1,124			4.8
Medical retirements	673			4.9
Capital financing	(286)			4.10
Other	882			4.11
		5,030		
Income		(3,531)		4.12
Force underspend		(1,010)		
OPCC		2		
Provisional Group Position Outturn		(1,007)		

4.2 Pay & allowances

Police officer pay was £101,060k for the year which was an underspend of £2,014k against a budget that included an efficiency overlay of £3,334k. This underspend was largely due to additional leavers during the year combined with starting the year at a lower position than the budget assumed (c20 FTE's); and the transfer of costs to Other (see note 4.11). The budget assumed a closing position at the end of March 2017 of 1,915 FTE's (including 30 externally funded and 40 seconded FTE's), whereas at actual closing position was 1,844 FTE's (including 22 externally funded and 50 seconded FTE's) which was 71 FTE's below budget, despite having unplanned recruitment of c17 officers during the second half of the year.

Police staff and PCSO pay combined pay was £44,190k for the year, which was an underspend of £1,298k against the budget that included an efficiency overlay of £5,646k. This underspend is largely due to the full year impact of the restructuring programme introduced in the latter half of 2015/16 and from

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.

Additional savings have been realised through Bear Scotland payments of c£100k against the original budget of £500k for the Force.

4.3 Overtime

Overtime was £4,762k for the year, which was an overspend of £730k. This has been in part due to the impact of reduced officer and staffing levels; custody for both officers and detention officers due to running below establishment; increase in EMOpSS overtime although this has been offset by the contribution from the ARV uplift grant; providing mutual aid assistance which is offset within income; and operational demands such as Forest Fields murder and Op Vermicular.

4.4 Premises costs

Premises costs was £5,707k for the year, which was an underspend of £320k. This was mainly due to savings on utilities of £456k following a year end review and release of accruals; contract cleaning of £63k where the budget reflected an increase for the cost of living; partly offset by an overspend on repairs & maintenance of £163k.

4.5 Transport costs

Transport costs was £5,399k for the year, which was an underspend of £1,065k. This was mainly due to vehicle insurance costs of £600k which were transferred to Other supplies & services (see note 4.7); fuel savings of £219k where we benefitted from a lower cost per litre than anticipated; and £275k on the Vensons pence per mile (PPM) and daily slot charges (DSAF) as a result of the combination of lower mileage, continued reduction in vehicle numbers and a lower inflationary increase of 1.7% compared to the budgeted 3.0%.

4.6 Comms & Computing

Comms & computing was £6,896k for the year, which was an underspend of £620k. This was largely due to an underspend on the camera safety project of £103k on the Startraq system; £273k on mobile phones resulting from the move to EE from Vodafone and Agile Working, the majority of this will be a one-off saving as income from Innovation has offset some of the spend; Airwaves £47k; savings on the following due their replacement by Niche - Capital SRS support of £75k, NSPIS £32k and Memex £33k; and a reduction in Home Office IT charges of £44k.

4.7 Other Supplies & services

Other Supplies & services was £5,937k for the year, which was an overspend of £4,741k. Approximately £2,388k of the overspend has been offset within income. The overspend was largely due to insurance costs of £1,185k, where £600k was a transfer of insurance costs from Transport (see note 4.5) and the remainder being the decision to make an additional payment based on current liabilities; efficiency challenge of £512k which have been achieved across a number of areas of expenditure; legal costs of £148k; professional and consultancy fees of £169k mainly in Agile Working and Tri-Force; partnership grants of £124k; vehicle recovery costs of £84k; specialist operational equipment of £92k; and witness expenses £51k. The following overspends have been offset within income - partnership payments of £1,968k relating to externally funded projects; consultancy fees of £331k in EMSCU; and Licence fees of £89k within externally funded projects.

4.8 Collaboration

Collaboration costs was £9,811k for the year, which was an overspend of £1,124k. This was mainly due to the MFSS of £690k as a result of increased costs, the delay of the payroll project and the migration to Fusion (Oracle cloud based solution); Forensics of £248k; EMSOU of £62k; and Legal services £32k.

4.9 Medical retirements

Medical retirements was £4,667k for the year, which was an overspend of £673k. This reflects the increased number of officers who have left during the year and a review of the accrual to reflect the number of officers currently under review.

4.10 Capital financing

Capital financing was £4,364k for the year, which was an underspend of £286k. This was mainly slippage in the 2016/17 capital programme which has delivered lower interest charges of £877k. This has been partly offset by the Minimum Revenue Provision (MRP) of £591k where an additional in year contribution of £750k was made which will reduce the MRP charge in future years. This demonstrates the significant impact on the revenue budget that variances in capital expenditure can have, emphasising the need for greater accuracy in forecasting of project expenditure. Poor forecasting of capital expenditure has the potential to affect treasury management decisions and could result in significant long term treasury management inefficiencies.

4.11 Other

Other costs was £6,172k for the year, which was an overspend of £882k. This is largely due to partnership payments of £1,543k which includes:

- The EMOpSS central management charge £210k

- Mutual aid costs of £240k of which Op Kinic (EDL march) was the main element
- Efficiency challenge of £75k
- Body Worn Video of £89k offset by a Home Office grant within income
- Within Command £113k which is the charge for ACC Prior from Leicestershire and is offset within officer pay
- Transfer from the Community Protection (CP) externally funded project of £242k where the partner only funds 80% of the project, but the charge was budgeted for in officer pay
- Various externally funded projects of £455k which is offset within income

This has been partly offset by underspends on:

- Forensic costs of £460k which is mainly due to savings on forensic analysis of electronic devices of £315k and DNA sampling costs of £92k
- Custody costs of £71k mainly consumables such as clothing, blankets, etc
- Investigative expenses of £97k
- Photocopiers of £69k

4.12 Income

Income for the year was £15,904k, which was £3,531k above budget. This is broken down as follows approximately:

- £1,253k of additional income
- £3,478k of income offsetting costs above
- Offset by a £1,200k in year contribution to reserves

The £1,253k of additional income was largely due to:

- Police Lead Prosecution (PLP) income £131k
- Various income from I&I of £167k
- IS transformation of £100k
- Insurance monies received of £149k
- Vehicle recovery of £58k
- Rental of aerial masts of £54k
- IT services of £293k
- PSD income, such as vetting, of £64k
- Contact Management of £51k
- EMSOU and Major crime recharges of £73k
- Recharge of a TSU officer of £62k
- Certificates and other fees such as firearms licences of £73k
- Recharges of a number of buildings such as the Arrow Centre of £42k

The £3,478k of income that offsets costs above is largely due to:

- Recharges for seconded officers and staff of £777k
- Numerous externally funded projects of £1,745k

- EMSCU (including Police ICT) of £147k
- Innovation funding income of £711k, which was split over Agile Working of £560k, Body Worn Video of £83k and Mental Health of £68k
- Income from mutual aid of £98k which offsets against overtime.

4.13 Efficiencies

The 2016/17 efficiency target in order to achieve a balanced budget was £12,012k, which was broken down as follows:

Efficiencies included in the 2016/17 Budget	
	£'000
Police officer pay	3,334
Police officer overtime	200
Police staff pay	5,646
Police staff overtime	50
Other employee expenses	24
Premises costs	173
Transport costs	162
Comms & computing	575
Other supplies & services	512
Capital financing	1,062
Other	175
Income	100
	12,012

In 2016/17 £9,254k (77.0%) of the efficiency savings were to delivered through employee costs, with the year end position being that further £2,509k were delivered. This additional saving, combined with underspends across other lines of expenditure enabled the Force to make an in year contribution to reserves of £1,200k and £750k capital payment into MRP to reduce future liabilities.

5. Financial Implications and Budget Provision

5.1 The financial information relating to this item is contained within Appendix A.

6. Human Resources Implications

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

7. Equality Implications

7.1 There are no equality implications arising from this report.

8. Risk Management

8.1 Please see attached Appendix A.

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

9.1 There are no policy implications arising from this report.

10. Changes in Legislation or other Legal Considerations

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

11. Details of outcome of consultation

11.1 The figures included in this report are presented to the Force Executive Board on a monthly basis.

12. Appendices

12.1 Appendix A – Revenue Report to March 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.

Appendix A

Nottinghamshire Police Revenue Budget Monitoring as at March 2017



	2016/17 Approved Budget £'000	2016/17 Expenditure £'000	Year End Variance £'000	Prior Month Projected Year End Variance £'000	Movement £'000
Operations					
City	37,371	31,184	(6,187)	(2,872)	(3,315)
County	35,605	34,545	(1,060)	(4,080)	3,020
Contact Management	12,874	12,544	(330)	(410)	81
Citizens in Policing	379	457	79	(32)	111
EMOpSS	9,417	10,678	1,261	1,159	103
Intelligence & Investigations	28,048	25,336	(2,713)	(1,864)	(849)
	123,693	114,744	(8,950)	(8,099)	(851)
Collaboration - Operational					
EMCJS	8,933	9,472	539	(26)	564
Forensics	2,478	2,569	91	45	46
CSI	1,428	1,074	(354)	(367)	13
Special Branch	802	767	(35)	15	(50)
Major Crime	2,819	2,895	76	28	48
EMSOU CID	2,819	2,795	(24)	(22)	(2)
TSU	632	587	(45)	12	(58)
EMSOU SOCU	2,372	2,198	(174)	(267)	93
	22,284	22,357	73	(582)	655
Corporate Services					
Assets	6,410	5,582	(828)	(157)	(671)
Fleet	4,226	2,836	(1,390)	(366)	(1,024)
Finance	843	701	(142)	(87)	(55)
Human Resources	8,880	8,314	(566)	(361)	(205)
Information Services	9,466	8,528	(938)	(680)	(259)
Corporate Development	3,013	2,247	(766)	(673)	(93)
Corporate Communications	617	525	(91)	(66)	(25)
Command	1,083	824	(259)	(334)	75
PSD	1,785	1,389	(397)	(334)	(63)
Procurement	692	573	(119)	(64)	(56)
MFSS	1,783	2,437	654	558	96
Central Codes	(2,523)	9,564	12,087	8,713	3,374
Other	893	1,742	849	1,772	(923)
	37,168	45,261	8,093	7,922	171
Collaboration - Corporate Services					
Learning & Development	760	764	4	-	4
EMSCU	240	127	(113)	(87)	(26)
Force Collaboration	214	158	(56)	(58)	3
HR Shared Services	-	(1)	(1)	-	(1)
IS Transformation	82	56	(27)	(39)	12
Legal	494	485	(9)	8	(17)
OHU	502	478	(24)	(15)	(9)
	2,293	2,067	(226)	(191)	(35)
Externally Funded	(0)	0	0	0	0
Seconded Officers	-	0	0	-	0
Force Total	185,438	184,428	(1,010)	(950)	(59)
OPCC	4,729	4,731	2	-	2
Group Position Total	190,166	189,159	(1,007)	(950)	(57)

Appendix A

Nottinghamshire Police Revenue Budget Monitoring as at March 2017



	2016/17 Approved Budget £'000	2016/17 Expenditure £'000	Year End Variance £'000	Prior Month Projected Year End Variance £'000	Movement £'000
Pay & Allowances					
Police Officer	103,074	101,060	(2,014)	(2,109)	95
Staff	37,814	37,639	(175)	176	(351)
PCSO	7,673	6,551	(1,123)	(1,112)	(11)
	148,561	145,249	(3,312)	(3,045)	(267)
Overtime					
Police Officer	3,440	3,995	554	62	493
Staff	556	724	168	71	97
PCSO	35	43	8	5	2
	4,031	4,762	730	138	592
Other Employee Expenses	929	1,002	73	25	48
	153,521	151,013	(2,509)	(2,882)	374
Premises costs	6,027	5,707	(320)	(3)	(317)
Transport costs	6,464	5,399	(1,065)	(339)	(726)
Comms & computing	7,516	6,896	(620)	510	(1,130)
Clothing, uniform & laundry	466	368	(98)	(64)	(34)
Other supplies & services	1,196	5,937	4,741	2,486	2,255
Collaboration contributions	8,688	9,811	1,124	1,253	(129)
Medical Retirements	3,994	4,667	673	693	(20)
Capital Financing	4,650	4,364	(286)	(703)	417
Other	5,290	6,172	882	920	(39)
	44,290	49,320	5,030	4,753	277
Total Expenditure	197,811	200,332	2,521	1,871	650
Income	(12,373)	(15,904)	(3,531)	(2,821)	(710)
Force	185,438	184,428	(1,010)	(950)	(59)
OPCC	4,729	4,731	2	-	2
Group Position Total	190,166	189,159	(1,007)	(950)	(57)

For Consideration	
Public/Non Public	Public
Report to:	Strategic Resources & Performance
Date of Meeting:	25 May 2017
Report of:	The Chief Executive
Report Author:	Alison Fawley
E-mail:	alison.fawley@nottsc.gov.uk
Other Contacts:	
Agenda Item:	13

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

WORK PROGRAMME

25 MAY 2017, 10:00am			
	ITEM	FREQUENCY	LEAD OFFICER
	CHAIRS MEETING Thematic Scrutiny: <ul style="list-style-type: none"> • <i>Human Trafficking</i> • <i>Quality Service Review</i> 		
1.	Community Safety Funding (Small Grants)	Annual	OPCC
2.	Police and Crime 'Commissioner' Annual Report	Annual	OPCC
3.	Chief Constable's update report		Force
4.	HMIC Effectiveness Report		Force
5.	Force Report on Estates strategy/changes to estate/closure programme/sales etc	Annual	Force
6.	Health and Safety strategy and monitoring	Annual	Force
7.	Force information technology strategy and investment	Annual	Force
8.	Code of Ethics policy, delivery and performance	Annual	Force
9.	Force report on Staff Surveys	Annual	Force
10.	Community Safety Funding (small grants)	Annual	OPCC
	Standard items:-		
11.	Performance Insight Report	Every meeting	Force
12.	Updates on Medium Term Financial Plan	Every meeting	OPCC
13.	Revenue and capital budget monitoring	Every meeting	Force

06 JULY 2017, 10:00am

	ITEM	FREQUENCY	LEAD OFFICER
	Thematic Scrutiny: <i>Compliance with Victims Code</i>	Annual	Force/OPCC
1.	Public protection and safeguarding	Annual	Force
2.			
3.			
	Standard items:-		
	Chief Constable's Update Report	Every other meeting	Force
	Performance & Insight Report	Every meeting	Force
	Updates on Medium Term Financial Plan	Every meeting	OPCC
	Revenue and capital budget monitoring	Every meeting	Force
	Regional collaboration update (written or verbal)	Every meeting	Force

7 SEPTEMBER 2017, 10:00am

	ITEM	FREQUENCY	LEAD OFFICER
	Thematic Scrutiny: <i>BME Workforce Representation</i>		Force
1.	Workforce planning (Force) /	6 monthly	Force
2.	Office of surveillance commission Annual Report and recommendations	Annual	Force
3.	Professional Standards monitoring and lessons learnt	Annual	Force
4.	Health and Wellbeing of Police Officers, Staff, PCSOs and Volunteers	Annual	Force
5.	Equality, Diversity and Human Rights – performance and monitoring	Annual	Force
6.	Police use of force – includes taser deployment	Annual	Force
7.	Police & Crime Commissioner Annual Report	Annual	OPCC
8.			
	Standard items:-		
	Performance and insight	Every meeting	Force
	Updates on Medium Term Financial Plan	Every meeting	OPCC
	Revenue and capital budget monitoring	Every meeting	Force
	Police & Crime Delivery Plan – monitoring	Every meeting	OPCC/Force
	Regional Collaboration Update (written or verbal)	Every meeting	Force

9 NOVEMBER 2017, 10:00am

	ITEM	FREQUENCY	LEAD OFFICER
	CHAIRS MEEING Thematic Scrutiny: <ul style="list-style-type: none"> • <i>Understanding & Preventing Demand</i> • <i>Quality Service Review</i> 		
1.	Base Budget Review Outcome	Annual	Force
2.	Police & Crime Plan (revisions/ amendments)	Annual	OPCC
3.	Strategic Assessment	Annual	OPCC
4.	Police and Crime Plan consultation outcome	Annual	OPCC
5.	Police and Crime Delivery Plan	Annual	OPCC/Force
6.			
7.	Standard items:-		
	Performance and insight	Every meeting	Force
	Chief Constable's Update Report	Every meeting	Force
	Updates on Medium Term Financial Plan	Every meeting	OPCC
	Revenue and capital budget monitoring	Every meeting	Force
	Regional collaboration update (written or verbal)	Every meeting	Force

29 MARCH 2018, 10:00am

	ITEM	FREQUENCY	LEAD OFFICER
	Thematic Scrutiny: <ul style="list-style-type: none"> • <i>CDP/SNB – Performance & Delivery</i> • <i>Police & Crime Act 2017 - Response</i> 		
1.	Workforce planning (Force)	Annual	Force
2.	Environmental management performance	Annual	?
3.	Strategic Policing requirement compliance	Annual	Force
4.	Information management and security – breaches and information – Commissioner’s Office notification.	Annual	Force
5.	Engagement and consultation	Annual	Force
6.	Fees and charging policy	Annual	Force
7.			
	Standard items:-	Every meeting	Force
	Performance and insight	Every meeting	Force
	Updates on Medium Term Financial Plan	Every meeting	OPCC
	Revenue and capital budget monitoring	Every meeting	Force
	Police & Crime Delivery Plan – monitoring	Every meeting	OPCC/Force
	Regional collaboration update (written or verbal)	Every meeting	Force