

STRATEGIC RESOURCES & PERFORMANCE MEETING

Thursday 24 May 2018 at 9.00 am
Nottinghamshire County Council, County Hall, West Bridgford
Nottingham, NG2 7QP

Membership

Paddy Tipping – Police and Crime Commissioner
Kevin Dennis – Chief Executive, OPCC
Charlie Radford – Chief Finance Officer, OPCC
Craig Guildford – Chief Constable, Notts Police
Rachel Barber – Deputy Chief Constable, Notts Police
Steven Cooper – Assistant Chief Constable, Notts Police
Paul Dawkins – Assistant Chief Officer, Finance, Notts Police

A G E N D A

- 1 Apologies for absence
- 2 Minutes of the previous meeting held on 29 March 2018
- 3 General Data Protection Regulation (GDPR)
- 4 Chief Constable's Update Report
- 5 Estates Strategy and Estates Rationalisation Update
- 6 Health and Safety Monitoring and Governance Structure - Update
- 7 Code of Ethics – Update
- 8 2017/18 Community Safety Fund (Small Grants) Projects
- 9 Performance and Insight Report for 2017/18

- 10 Capital Report for Year Ending 2017/18
- 11 Provisional Outturn Report for 2017/18
- 12 Regional Collaboration Update (verbal)
- 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: sara.allmond@nottscc.gov.uk for clarification or advice prior to the meeting.

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

**MINUTES OF THE MEETING OF THE NOTTINGHAMSHIRE POLICE AND CRIME
COMMISSIONER STRATEGIC RESOURCES AND PERFORMANCE MEETING
HELD ON THURSDAY 29TH MARCH 2018**

**AT GEDLING BOROUGH COUNCIL, CIVIC CENTRE, ARNOT HILL PARK,
ARNOLD, NOTTINGHAM, NG5 6LU**

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
- A Craig Guildford – Chief Constable, Nottinghamshire Police
- A Rachel Barber – Deputy Chief Constable, Nottinghamshire Police
- Steven Cooper – Assistant Chief Constable, Nottinghamshire Police
- A Paul Dawkins – Assistant Chief Officer, Finance

OTHERS PRESENT

- Sara Allmond – Democratic Services, Nottinghamshire County Council
- Vicky Cropley – Nottinghamshire County Council
- Claire Good – Nottinghamshire Police
- Louise Graham – Nottingham City Council
- Derek Higton – Nottinghamshire County Council
- Courtney Rose – Nottingham City Council
- Trevor Rose – Nottingham City Council
- Andrew Campbell – Nottingham City Council

1. APOLOGIES FOR ABSENCE

Apologies for absence were received from CC Craig Guildford and DCC Rachel Barber

2. MINUTES OF THE PREVIOUS MEETING HELD ON 9 NOVEMBER 2017

Agreed with an amendment to the resolution to Finance Performance & Insight Report for 2017/18 as at September 2017 to read:-

- 1) That the contents of Appendix A and virements approved under delegated arrangements cumulative to September as shown in Appendix B of the report be noted.

- 2) That the forecast movements which are greater than £100k requiring Chief Constable recommendation and OPCC approval as set out in Appendix D of the report be approved.
- 3) That the capital virements to the gross value of £1,612k; slippage to the value of £3,120k; underspends of £124k; and potential overspends of £230k as set out in Appendix E of the report be approved.

3. CDP AND SNB REVIEW OF IMPACT FROM PCC FUNDING PRESENTATIONS

Presentations were received from Nottingham City Council and Nottinghamshire County Council regarding how funding provided by the Police and Crime Commissioner had been used and its impact.

During discussions the following points were raised:

- Nottingham City Council provided activities for young people to participate in such as football. The majority of funding for these activities went on overheads such as venue hire.
- Funding for youth services had reduced due to budget pressures.
- Social media was having a large impact and services needed to continue to learn and adapt to emerging trends. Young people were the experts in using social media and services needed to learn to be able to engage with young people effectively using this medium.
- Young people carrying knives was of concern. Engaging with these young people was difficult.
- In Nottinghamshire funding was allocated broadly according to deprivation levels
- Partnership working would look at how to meet statutory obligations together though joined up working. The funding from PCC could be used to trial new ideas, which would then be mainstreamed if successful.
- There was a need to look more at enabling people to help themselves, which would allow the service to then focus on those who were not able to do so.

RESOLVED 2018/001

To note the presentations.

4. PROGRESS ON COLLABORATION BETWEEN NOTTINGHAMSHIRE POLICE AND NOTTINGHAMSHIRE FIRE AND RESCUE SERVICE (VERBAL)

ACC Steven Cooper advised that the collaboration was progressing well. Joint utility vehicles were already being used and there was sharing of other vehicles taking place.

Projects were being undertaken around estates, buildings and people, plus data requests and senior management were working closely together. Estates would be the next piece of work.

RESOLVED 2018/002

To note the update

5. WORKFORCE PLANNING

ACC Steven Cooper introduced the report which provided an update on the police officer and police staff numbers as at January 2017.

During discussions the following points were raised:

- The Chief Officer Team were aware that there were some concerns from staff regarding the focus on officers, and this was being addressed. A new structure was being proposed which would include additional posts within GDPR and Information Management.

RESOLVED 2018/003

To note the report.

6. ENVIRONMENTAL MANAGEMENT PERFORMANCE

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

During discussions the following points were raised:

- All police vehicles were now being tracked and data was being received. This was being used as a learning tool rather than to sanction. It allowed the Force to management the fleet better.
- There was a joint plan for joint patrolling in the city with Community Protection Officers, but it was not currently as joined up as it could be.

RESOLVED 2018/004

To note the report.

7. STRATEGIC POLICING REQUIREMENT AND COMPLIANCE UPDATE

ACC Steven Cooper introduced the report which provided an update on compliance against the Strategic Policing Requirement.

During discussions the following points were raised:

- In relation to EMOpSS the vast majority of untangling would happen on 1st June with firearms training being shadowed from 1st April.

RESOLVED 2018/005

To note the report.

8. INFORMATION MANAGEMENT UPDATE 2018

ACC Steven Cooper introduced the report which provided an update on Data Protection, Information Sharing and Compliance Audit including GDPR; information disclosure, including Freedom of Information and Data Protection Requests; Information Security and Information Asset Management and Risk Management; and Records Management.

During discussions the following point was raised:

- The Force received more FOI requests than neighbouring Forces.

RESOLVED 2018/006

To note the report.

9. THE NOTTINGHAMSHIRE POLICE AND CRIME PLAN PRIORITIES AND BUDGET CONSULTATION 2016/17

Kevin Dennis introduced the report which presented the findings from local consultation activity in relation to the policing precept, views on budget and precept proposals, impact of funding cuts, value for money and public priorities for policing.

RESOLVED 2018/007

To note the report.

10. FEES AND CHARGING POLICY

RESOLVED 2018/008

That the Charging Rates for Police Services included in the report at Appendix A be approved for use for the financial year 2018/19.

11. NEW POLICE AND CRIME PLAN (2018-2021)

Kevin Dennis introduced the report which set out the final version of the Police and Crime Plan (2018-2021).

RESOLVED 2018/009

- 1) That the new Police and Crime Plan (2018-2021) be approved.
- 2) To note that the Chief Constable agreed to implement the Commissioner's Police and Crime Plan by undertaking a range of policing activity in support of

the plan's four strategic priorities, as evidenced by successful measures in the strategic framework.

12. PERFORMANCE & INSIGHT REPORT FOR 2017/18 AS AT 31ST JANUARY 2018

ACC Steven Cooper introduced the report which set out the key performance headlines for Nottinghamshire Police in the 12 months to January 2018.

RESOLVED 2018/010

To note the report.

13. FINANCE PERFORMANCE & INSIGHT REPORT FOR 2017/18 AS AT DECEMBER 2017

ACC Steven Cooper introduced the report which provided an update on the projected financial outturn position for revenue against the key financial performance headlines for Nottinghamshire Police as at 30th December 2017.

RESOLVED 2018/011

- 1) That the contents of Appendix A of the report, and the virements approved under delegated arrangements cumulative to December 2017, as set out in Appendix B of the report, be noted.
- 2) That the virements of less than £100K requiring Chief Constable approved, as set out in Appendix C of the report, be noted.
- 3) That the forecast movements greater than £100K requiring Chief Constable recommendation, as set out in Appendix D of the report, be approved.
- 4) That the capital virements to the gross value of £2,286K; slippage to the value of £4,092K; underspends of £1,683K; and potential overspends of £14K, as set out in appendix E of the report, be approved.

14. REGIONAL COLLABORATION VERBAL UPDATE

ACC Cooper advised that the new Chief Officer was now in post.

15. WORK PROGRAMME

RESOLVED 2018/012

That the contents of the report be noted.

The meeting closed at 12.05pm

CHAIR

For Information	
Public/Non Public*	Public
Report to:	Strategic Resources and Performance Meeting
Date of Meeting:	24 th May 2018
Report of:	Deputy Chief Constable as Senior Information Risk Owner
Report Author:	Pat Stocker – Information Management Lead
E-mail:	pat.stocker@nottinghamshire.pnn.police.uk
Other Contacts:	
Agenda Item:	3

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

General Data Protection Regulation

1. Purpose of the Report

- 1.1 The purpose of this report is to update the Police and Crime Commissioner on the preparations to implement the forthcoming Data Protection reform arising from the General Data Protection Regulation (GDPR) and the Data Protection Bill 2018, which incorporates Law Enforcement Processing and is awaiting Royal Assent.

2. Recommendations

- 2.1 The Strategic Resources and Performance Meeting is asked to note the contents of this paper

3. Reasons for Recommendations

- 3.1 To provide awareness of the current position of Nottinghamshire Police in terms of GDPR implementation.

4. Summary of Key Points

- 4.1 General Data Protection Regulations and Data Protection Bill 2018 (awaiting Royal Assent) comes into force on 25th May 2018
- 4.2 On a national level the National Police Chief's Council (NPCC) Lead for Information Management & Operational Requirements Co-ordination Committee (IMORCC), Commissioner Ian Dyson, continues to present reports to NPCC Chief's Council on the progress of the National Data Protection Reform Group. This group also provides updates to Force practitioners on the national group workstreams as below:
- **Data Protection by Design and National Systems** - to address standards for National Police Systems (including guidance for chief officers leading national projects) and Data Protection by Design. Working with the Police ICT Company and other relevant groups
 - **Law Enforcement Database/GDPR transitions** – to understand the GDPR implications for this new national system working closely with Case Studies

representatives and colleagues from the Home Office and the Information Commissioner's Office (ICO).

- **Compliance Toolkit** – City Of London colleagues are continuing efforts to progress the procurement of a national compliance toolkit for use by all Forces.
- **Procurement and Data Processing Contracts** - this product will be circulated in the next update together with the products from part of the HR work assignment.
- **Emerging Issues** - negotiations are ongoing between NPCC, Home Office, ICO, Ministry of Justice, Criminal Prosecution Service and the Association of Police and Crime Commissioners regarding the disclosure of information to Victim Service Providers. A case study will be produced which reflects the outcome of these discussions at the earliest opportunity.
- **Update meetings** - of the National Data Reform programme took place at Ryton on 13th March 2018. A Regional Data Protection Reform seminar will take place at Derbyshire Constabulary on 3rd May 2018 where further updates from the national programme are expected.

4.3 On a local level Information Management Team staff have completed the self-assessment toolkit provided by the national team, created a terms of reference for a GDPR working group reporting to the Information Management Board, prepared a tactical communications plan and published the first comms message on the Force Intranet.

4.4 The local group has also reviewed the Force position in line with the ICO guidance, which highlights 12 steps organisations can take now to prepare for GDPR, the outcomes are as below:

- **Awareness** – to ensure all of the organisation's decision makers and key people are aware of the current changes in law – this is being addressed via the Communications Plan and GDPR Working Group
- **Information we hold** – to update the Information Asset Registers, review what data we hold, where it is stored, who has access to it, who it is shared with – this is being addressed with a programme of visits to Information Asset Owners.
- **Information Charter (Privacy Notice)** – in line with the new code of practice released by the ICO . We need to review the current Information Charter and document what data is collected, who collects it, why, how will it be used and who we will share it with. All current notices currently displayed in all police facilities will need to be replaced, updated on the website and given orally over the phone or front counter where there is a need.
- **Rights of individuals** – The GDPR includes the following rights for individuals:
 - the right to be informed;
 - the right of access;
 - the right to rectification;
 - the right to erasure;
 - the right to restrict processing;

- the right to data portability;
- the right to object; and
- the right not to be subject to automated decision-making including profiling.

All Force records management processes relating to these rights will be reviewed and updated accordingly.

- **Subject Access** – The Information Management Team will be updating our procedures and planning how we will handle requests to take account of the new rules as below:
 - In most cases organisations will not be able to charge for complying with a request.
 - Organisations will have a calendar month to comply, rather than the current 40 days.
 - Organisations can refuse or charge for requests that are manifestly unfounded or excessive.
 - If organisations refuse a request, they must tell the individual why and that they have the right to complain to the supervisory authority (ICO) and to a judicial remedy. This must be done without undue delay and at the latest, within one month.
- The current Disclosure team is currently under review by the Business Improvement team, the main objectives of the review are as follows:
 - To determine the current processes with a view to improve the efficiency of these, where possible,
 - To determine the required FTE to ensure all Statutory Obligations and Service Level Agreements can be met.
- As our organisation handles a large number of access requests, we will also consider the logistical implications of having to deal with requests more quickly as part of this review.
- **Legal Basis for sharing** – Organisations will have to explain their lawful basis for processing personal data in their privacy notice and also when answering a subject access request. The lawful bases in the GDPR are broadly the same as the conditions for processing in the Data Protection Agreement. It should be possible to review the types of processing activities carried out and to identify the lawful basis for doing so. Organisations should document the lawful bases in order to help them comply with the GDPRs 'accountability' requirements – this requirement will be added to Information Asset registers
- **Consent** – As part of the Information Asset register refresh we will review how we seek, record and manage consent and whether the Force needs to make any changes. If individuals' consent is relied upon to process data, we will have to make sure that it meets the GDPR standard on being specific, granular, clear, prominent, opt-in, properly documented and easily withdrawn. If not, we will need to alter our consent mechanisms and seek fresh GDPR-compliant consent, or find an alternative to consent.
- **Children / Minor** – For the first time, the GDPR will bring in special protection for children's personal data. The GDPR sets the age when a child can give their own consent to this processing at 16 (although this may be lowered to a

minimum of 13 in the UK). If a child is younger then consent will be from a person holding 'parental responsibility'. There is need to ensure all systems have the capacity to verify the age of an individual and provide specific protection for children's personal data, - this requirement should also be identified on relevant Information Asset Registers.

- **Data Breaches** – The GDPR introduces a duty on all organisations to report certain types of data breach to the ICO, and in some cases, to individuals. Organisations only have to notify the ICO of a breach where it is likely to result in a risk to the rights and freedoms of individuals. If, for example, it could result in discrimination, damage to reputation, financial loss, loss of confidentiality or any other significant economic or social disadvantage. Where a breach is likely to result in a high risk to the rights and freedoms of individuals, organisations will also have to notify those concerned directly in most cases. Organisations should put procedures in place to effectively detect, report and investigate a personal data breach. They may wish to assess the types of personal data held and document where they would be required to notify the ICO or affected individuals if a breach occurred. Larger organisations will need to develop policies and procedures for managing data breaches. Failure to report a breach when required to do so could result in a fine, as well as a fine for the breach itself. To address this issue the Force Security Incident Reporting Policy, process and form have been updated and are available on the Intranet.

- **Data Protection by Design and Privacy Impact Assessments** – It has always been good practice to adopt a privacy by design approach and to carry out a Privacy Impact Assessment (PIA) as part of this. However, the GDPR makes privacy by design an express legal requirement, under the term 'data protection by design and by default'. It also makes PIAs – referred to as 'Data Protection Impact Assessments' or DPIAs – mandatory in certain circumstances. A DPIA is required in situations where data processing is likely to result in high risk to individuals, for example:
 - where a new technology is being deployed;
 - where a profiling operation is likely to significantly affect individuals; or
 - where there is processing on a large scale of the special categories of data

To address this work will take place with the Business Change Team to start to assess the situations where it will be necessary to conduct a DPIA and identify:

- Who will do it?
 - Who else needs to be involved?
 - Will the process be run centrally or locally?
-
- **Appointment of a Data Protection Officer** – The GDPR / new Data Protection Bill establishes new obligations for Chief Constables. One of which is the requirement to appoint a Data Protection Officer (DPO). The DPO must fulfil certain statutory responsibilities and be positioned at a suitable senior level within the organisation so as to operate independently, without influence, and report to the highest level of management.

The role of the DPO has become increasingly important over recent years for information compliance and risk management, due to the substantial growth in

information held, system developments and multi-agency working, as referred to within the HMIC Report Building the Picture (pp 29-32), effective information management and compliance with data protection supports and improves operational efficiency and effectiveness.

Following a meeting with DCC Barber and Kevin Dennis it was agreed that the Force Information Management Lead will assume the statutory responsibility for Data Protection for both Nottinghamshire Police and Office of the Police & Crime Commissioner (OPCC).

- **International Data Transfers** – As part of the Information Asset Register refresh we will map out what we share outside of the UK and look at any data we are likely to share outside of the European Union (EU). The NPCC will be the lead for all forces where bulk data is shared with agencies such as Interpol. The Safe Harbour agreement will be abolished from May 2018 and the USA have agreed to sign up to the new Privacy Shield. There are thresholds to meet before considering sharing outside of the EU as below:
 - Article 45 - Adequacy - new list of countries that is “safe” to share with.
 - Article 46 – Safeguarding - USA and the Privacy Shield.
 - Article 49 – Exemptions - consent, contract, public interest, legal claim, vital interest and legitimate interest.
 - Extraterritorial – where business is conducted with overseas organisations, this now takes into account not only the country in which the data is being processed but the country in which the data subject resides. This also covers the storage of EU data in the cloud and ecommerce.

4 Financial Implications and Budget Provision

- 5.1 To monitor and review any financial implications for the shared Information Management Team roles including the new role of DPO in the delivery of and increased capacity required to provide professional knowledge and skills to review documentation and provide advice in ensuring that GDPR compliance is achieved by both Nottinghamshire Police and OPCC as each organisation is a separate legal entity.

5 Human Resources Implications

- 6.1 To monitor and review any resource implications for the shared Information Management Team roles including the new role of DPO in the delivery of and increased capacity required to provide professional knowledge and skills to review documentation and provide advice in ensuring that GDPR compliance is achieved by both Nottinghamshire Police and OPCC as each organisation is a separate legal entity.

6 Equality Implications

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

7 Risk Management

- 8.1 A GDPR risk, including the capacity issue, has been created and will be passed to DCC Barber for consideration in adding to the Strategic Risk Register.
- 8.2 Further risks identified through the Information Management and GDPR review process will be progressed through the Force and OPCC Corporate Risk Management processes.

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

- 9.1 Good Information Management will support the delivery of both the Chief Constable's and OPCC's priorities by providing:
- Good quality data, accurate & up to date and available when required
 - Collected and shared where appropriate and kept for only as long as necessary
 - Knowing what we have and where it is will make us more effective and efficient

9 Changes in Legislation or other Legal Considerations

- 10.1 The EU General Data Protection Regulation, including the UK Data Protection Bill 2018 becomes enforceable on 25th May 2018.

10 Details of outcome of consultation

- 11.1 No consultation has been required to complete this report.

For Information	
Public	Public
Report to:	Strategic Resources and Performance Meeting
Date of Meeting:	24th May 2018
Report of:	Chief Constable Craig Guildford
Report Author:	Laura Spinks, Staff Officer
E-mail:	Laura.spinks@nottinghamshire.pnn.police.uk
Other Contacts:	Chief Inspector Claire Rukas
Agenda Item:	4

Chief Constable's Update Report

1. Purpose of the Report

- 1.1 The purpose of this report is to update members of the Strategic Resources and Performance Board of significant events and work that has taken place since the previous update in November 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 Office of the Police and Crime Commissioner (OPCC) is aware of significant and notable events since the previous update report in November 2017.

4. Summary of Key Points

- 4.1 Please see Appendix 1 for the full report.

5. Financial Implications and Budget Provision

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

6. Human Resources Implications

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

7. Equality Implications

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

8. Risk Management

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

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

9.1 There are no policy implications arising from this report.

10. Changes in Legislation or other Legal Considerations

10.1 There are no legal considerations

11. Details of outcome of consultation

11.1 There has been no consultation on this report as it is for information only.

12. Appendices

12.1 Appendix 1 – Chief Constable’s Update Report 24th May 2018.

Appendix 1



Chief Constable's Update Report

Strategic Resources and Performance Board

May 2018

Version 1

1.0 Introduction

- 1.1 The past six months have been an extremely busy and challenging time for the Force with a number of significant changes taking place in terms of the Force structure, senior leaders, estates and IT to name just a few. I will cover these changes in more detail later in this report but I also want to take the opportunity to thank all of the officers and staff working for Nottinghamshire Police for their continued efforts and dedication during a particularly challenging time.
- 1.2 In January this year we were joined by a new Superintendent, Ian Roberts, who previously worked for South Yorkshire Police. Ian, who passed the Superintendent promotion board in November 2017, took up the role of Superintendent County Area Commander, a position whose remit covers the neighbourhood and response teams in Nottinghamshire County. Ian is the counterpart to the new City Area Commander, Andrea Baxter, who was also successful at the Superintendent promotion board last year. I am looking forward to working with Andrea and Ian in the coming months and I wish them well in their new roles.
- 1.3 February 2018 marked a year in post for me as Chief Constable for Nottinghamshire Police. During the course of these initial twelve months I have been continually impressed by the way in which officers and staff have risen to the challenges they are confronted with on a daily basis. I am often given reports of excellent police work, innovative ideas from staff, and examples of support given to other organisations and partners. I often receive thanks from members of the public for the way in which we coordinate large scale inquiries and provide support to victims of crime. I am pleased to be able to share some good news stories with you at the end of this report.
- 1.4 I would also like to mention the sad passing away of former Assistant Chief Constable Paul Broadbent in December last year. Paul joined Nottinghamshire Police in 2010 from South Yorkshire Police. He contributed to the Force's development of major crime, serious and organised crime and specialist technical abilities before moving on to the Gangmasters Licensing Agency on his retirement. Paul's presence in the criminal justice world will be very much missed and my condolences go out to his family.
- 1.5 This update report provides information on just some of the work that has been taking place recently and is set out by each of the Police and Crime Commissioner's seven strategic priority themes:
 1. Protect, support, and respond to victims, witnesses and vulnerable people
 2. Improve the efficiency, accessibility and effectiveness of the Criminal Justice Process
 3. Focus on those priority crime types and local areas that are most affected by crime and anti-social behaviour (ASB)
 4. Reduce the impact of drugs and alcohol on levels of crime and ASB
 5. Reduce the threat from organised crime

- 6. Prevention, early intervention and reduction in reoffending
- 7. Spending your money wisely

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

- 2.1 In March, Her Majesty's Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS) published our 'PEEL: Police Effectiveness 2017 report', which focused on preventing crime and tackling anti-social behavior (ASB), protecting vulnerable people, and specialist capabilities. I'm pleased to report that our overall effectiveness was graded as, 'good'. This means that we are considered good at keeping people safe and reducing crime and that we have improved when compared with 2016 by the Inspectorate. I'm incredibly proud of this achievement and my thanks goes to all who have worked hard to achieve this result. However, we are not resting on our laurels and we will be moving to improve using the findings of the inspection to target where we need to develop further.
- 2.2 Protecting, supporting and responding to victims, witnesses and vulnerable people is clearly a key element of our daily business. As previously reported, we continue with our focus on modern slavery, putting safeguarding at the heart of our approach. Investigations of this nature are often complex and challenging and victims can be reluctant to come forward. We are continuing to provide a high level of service to protect vulnerable people in this respect. Partnership working and raising awareness remain key elements and a good example of the outcome of this work can be seen in the final section of this report.
- 2.3 In the County, senior leaders are working with Adult Social Care to find ways to support the local district to manage vulnerable people that do not always meet safeguarding thresholds. There is now agreement and funding to align a social care worker to work with the Vulnerable Persons Panels and provide expertise to the local teams. A meeting was held recently with the Chief Executive of the County Council, health leads, Change Grow Live (CGL), the OPCC and the Chief Executive of Bassetlaw District Council, Superintendent Fretwell and local Inspector Neil Bellamy to discuss the rise in ASB associated with street drinking and a homeless problem that is linked to alcohol and drug issues. It was also agreed to manage the cohort of problematic / vulnerable persons on ECINS in order to be able to baseline the current issues and evaluate success of the new approach. There was a joint recognition that this has to be a true partnership approach to safeguard vulnerable individuals and address problematic behaviour within the community.
- 2.4 Another, excellent example of our focus on this area of business is Operation Signature, which prevents financial abuse of 'cash-rich' elderly victims throughout Nottinghamshire. In March 2018, following contact with the Metropolitan Police, a series of directed frauds against local, elderly victims (Operation Corn Silk) was uncovered. A Nottingham resident was the victim of a £25K fraud. The 'scam'

uncovered criminals masquerading as law enforcement and bank officers, requiring transferring of funds (£25,000) to prevent their theft. Operation Signature protocols enabled officers, in conjunction with the financial sector, to secure a refund for the elderly victim of her entire life savings. Call and mail blockers were thereafter provided to prevent future victimisation.

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

- 3.1 The East Midlands Criminal Justice Service (EMCJS) has continued to work hard with local managers to improve file quality, particularly around the Magistrates Court. Since October 2016 we have been using the FIT model to assess files coming into the Criminal Justice unit. Over the last quarter the number of EMCJS FIT trained staff has increased from 5 to 30, to enable more files to be reviewed and quality checked on first submission by the officer. This has clear operational benefits as it reduces remedial work required by the officer and speeds up the criminal justice process.
- 3.2 In support of this approach 'drop in sessions' for the bottom 5 performing officers in the FIT reviews have commenced. These are half day sessions for the Officer in the Case (OIC) and their Sergeant to attend, in order to review their own files and see where FIT has identified issues. Feedback is then given on what is expected and how to improve. In isolating the bottom 5 officers it has become apparent that these Officers also submit high numbers of files, equating to 67 for the first 5 Officers, so by addressing these issues it is hoped that this will have a substantial impact on overall performance. On the other hand, any officer scoring above 75% as a pass rate will receive an email from the Superintendent so that good work is recognised and rewarded. It is intended to extend this idea further to develop file quality champions of those scoring 90% or above with ACC recognition.
- 3.3 An agreement has also been made with the CPS whereby a maximum of two key priorities from each court area will be highlighted each quarter. This will allow us to address recurrent issues, gain a better understanding of these issues and to find a sustainable solution. The current priorities are:
- Defence Statements – Quality and Timing.
 - 999 calls on all Domestic Violence files.
 - Rampton case files – improving timeliness through FIT to plea issues.
 - Reduction in sensitive material breaches.

Solutions have been explored for all of the above areas and they are being tested to ensure that they are workable. Subject to these solutions being satisfactory they will become business as usual and the next priorities will then be addressed. This is to ensure we are continually improving the efficiency, accessibility and effectiveness of the criminal justice process.

3.4 We went live with digital charging on 2nd January this year. Some of the benefits of this system are:

- Officers spending less time on the phone with CPS Direct.
- There being a guaranteed return date so officers know when to expect decisions.
- Material only needs sending once.
- It continues to increase the officer's use of, and familiarisation with, Niche.
- It digitalises the pre-charge process in line with the digitalisation strategy.

3.5 We continue to work with CJS partners in order to drive through performance improvement across the entire system and, in quarter 4 of 2017/18, Nottinghamshire's conviction rate was the best in the region for Magistrates Court, better than the national average and the second best in the region for the Crown Court. We have the highest regional rate of guilty pleas at first hearing for both Magistrates and Crown Court within the region and above the national average. The case discontinuance rate within the Magistrate and Crown Court continues to be on a downward trend which I welcome. However, we are not complacent in terms of improvement and are now party to a Transforming Summary Justice Board under the Regional Criminal Justice Board and are focussing hard on making further improvements.

3.6 Over the next 12-18 months EMCJS is working with partners and other Forces to bring about significant IT improvements aimed at making the system even more efficient and taking the opportunities from increased digitalisation. In line with this, the Digital Evidence Management Project team has been formed, which has been funded by the 6 participating Niche forces. This team is currently working on implementing a two way interface between the police and the CPS and are looking to explore opportunities for digital storage. Benefits clearly exist from optimising both Niche and digital technologies in terms of speed and accessibility. This will also create efficiencies as CCTV evidence will no longer be required to be burnt onto a disc and couriered to the CPS and other key stakeholders. Instead it will be uploaded onto a digital storage solution, in which the CPS, judiciary and defence lawyers will be able to access and download the data where appropriate.

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

4.1 As I mentioned at point 2.1 above, we were graded as 'good' by HMICFRS in our approach to preventing crime and tackling ASB. The report highlighted that, 'Crime and anti-social behaviour is tackled well, using the appropriate legislation, such as criminal behaviour orders' and 'Neighbourhood teams also work well with the local authority to make good use of civil injunctions. The force harnesses the skills and enthusiasm of volunteers effectively. For example, cadets take part in several

community projects, while horse owners, as part of a 'horse watch' initiative, help to keep rural communities safe.'

- 4.2 Like all Forces in England and Wales, we continue to work extremely hard to ensure that our systems and processes support more accurate recording of crimes so that the confidence in the integrity of our crime recording is maintained in line with National Crime Recording Standards (NCRS). The adherence to NCRS ensures a true and accurate reflection of crime and ensures that our victims get the help and support they require. As a result of this work we recorded an increase of 18.4%, or 15,181 crimes, in 2017/18 when compared to the previous year despite calls for service from the public rising by only 1.9% compared to the previous year. To put this in to context – the most recent national figures suggest that the average increase across England and Wales forces will be in the region of 15% at year-end, which is similar to our local performance.
- 4.3 The biggest percentage increase in the recorded crime figures was a 51.2% increase in reports of rapes. This is in line with the national trend and can, at least in part, be attributed to increases in reports of historic rapes. This increase in reporting is welcomed by the force as it is indicative of an increase in awareness and the confidence of survivors to come forward and report rape. I am pleased to report that our response to historical allegations of sexual offences, Op Equinox, is now embedded within the force structure demonstrating our commitment to investigating this offences and bringing offenders to justice.
- 4.4 In February we introduced a new dedicated role to coordinate activity across a number of partners to tackle knife crime. Detective Superintendent Simon Firth was appointed as the Knife Crime Strategy Manager to bring together experts from all areas of society, such as education, health and social care to support families directly – to coordinate activity and to tackle this challenging issue.
- 4.5 It is pleasing to note that over the past year the level of ASB across the Force area has reduced 3.3% (a reduction of 1,152 incidents). There is some evidence to suggest that this might be a national trend, although the drivers behind the reduction are not fully understood.
- 4.6 We continue to focus on priority crime types and local areas that are most affected by crime and ASB. As I mentioned in my introduction, we began operating with a new force structure for local policing and crime command from Monday 2nd April. The move brings us to a more geographic force model that provides dedicated policing services for the city and the county, based in the communities they serve. This change and focus has also seen the introduction of two dedicated Burglary Teams, one within each of the City and County Area Commands, which will bring investigative oversight and ownership of burglary offences and trends. These teams will be led by a dedicated Proactive Detective Inspector in each area who will ensure that acquisitive crime, both serious and volume, has cross-border investigative

ownership with trends and emerging patterns being identified at an earlier point so, working with our partners, preventative measures can be identified and put in place.

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

- 5.1 In Nottinghamshire, the reported number of alcohol-related crimes year-to-date equates to 7.1% of all recorded crime, while alcohol related incidents account for 11.5% of all ASB incidents.
- 5.2 From December 2017, it became compulsory for officers to record whether alcohol is involved or not when recording a crime on Niche. Crime volumes and ASB incidents have remained stable, however the new webform on Niche appears to be driving an increase in the proportion marked as 'alcohol related'. The disparity between the Crime Survey estimate of alcohol related crime and ASB (13-15%) and the local figure is likely to now reduce going forward as a result of the new webform.
- 5.3 We continue to work with the Nottingham Crime and Drugs Partnership to prevent crime and focus on the impact of drugs and alcohol on the levels of crime and ASB. This multi-agency approach ensures that a rounded view is taken to address enforcement as well as prevention.
- 5.4 We will not tolerate the use or supply of illegal drugs in Nottinghamshire and we will ultimately do all we can to trace and arrest anyone who might be involved in these crimes to bring them to justice. We continue to tackle problem premises across the county whereby venues that are consistently brought to our attention for serious incidents, such as serious assaults, and where they breach the terms of their licence, are addressed and their licences can be revoked.
- 5.5 An excellent example of this was the recent loss of licence for a city centre bar, Intrigue, which saw its licence revoked due to two recent serious assaults. Two separate incidents occurred whereby serious injuries were caused both within and outside the premises and attempts to cover this up were allegedly made by the manager of the bar. The City Licensing Team led the piece of work to investigate what had occurred with assistance from Notts officers and this example of team working achieved a great result and will ensure that the safety of the public is maintained.
- 5.6 Officers in the city and county continue to investigate reports of cannabis grows, leading to arrests and recoveries and ultimately removing drugs from the streets. For example, on 7th March a man who admitted possession with intent to supply cocaine and cannabis was sentenced to 63 months in prison following a complex investigation. This was an excellent result for officers who gathered intelligence on the man who had been evading arrest for months. Digital and financial experts were also involved in tracing him and ultimately helping to bring him to justice.

- 5.7 Pro-active partnership activity has also been conducted throughout Nottinghamshire to target drug related crime and ASB that is affecting the local community using money from the PCC. This work is ongoing and I look forward to updating in the next panel on the progress and activity that has taken place.
- 5.8 A success story has been the conviction of Kasim Haque in May for the recovery of £10,000 of drugs within his vehicle, following a routine vehicle stop. These drugs involved cannabis, cocaine, MDMA, and canisters of nitrous oxide. Haque was sentenced to four years imprisonment, and I would like to pass my thanks to all those involved with the initial stop and the subsequent investigation which indicates the increasing presence of psychoactive substances within the community.

6.0 Priority 5: Reduce the threat from organised crime

- 6.1 In March/April 2018 we restructured the Organised Crime Command in order to provide an enhanced capability to target the threats posed by Organised Crime Groups (OCG) and those individuals mapped within them.
- 6.2 Traditional investigations and surveillance tactics are now supplemented, not only via fraud and financial investigations, but also through digital investigations, cyber crime investigations and Integrated Offender Management (IOM) tactics. These tactics all now fall within the organised crime umbrella and supplement the existing tactical pursue and prevent options.
- 6.3 The creation of Fraud and Cyber Protect officers has reduced the threat, risk and harm posed by Organised Crime Groups to local communities through early intervention with victims to financially safeguard and prevent repeat victimisation. Some examples of the excellent work that has taken place recently in this area are:
- In March 2018, a victim of romance fraud had already (and willingly) paid over £150,000 from business and personal accounts, initially through love but thereafter, due to threats and blackmail over her love interest. Assisted by Fraud Protect Officer Kirsty Jackson, clear advice was provided; banking interventions prevented further victimisation taking place and over £50,000 pounds to-date have been recovered from a Hong Kong Organised Crime Group (OCG) and returned to the victim. The victim states that the officer was *“professional, caring, full of knowledge... providing very detailed step by step protections to immediately cover me and (provide) me a safe life and safe living, plus a business environment again. Barclays has immediately successfully recalled £52k, which I (had) paid to bad people in Hong Kong, which is a great help to me and my finance situation.... The police force is definitely the back bone and security for the whole society, much appreciated”*.
 - In March 2018, banned company director Wayne Clarke received 40 months in prison having conned 31 victims of over £40,000 for a raft of frauds. Clarke was arrested following an Action Fraud referral whereby monies paid for domestic items

never materialised. Nottinghamshire Police, supported by Nottingham City Council & Trading Standards, further established that Clarke, operating as Company Director for Apple Motor Group Ltd was directing people interested car purchases to a specific auction site, claiming local business accounts could reduce VAT payment rates. He would take 50 per cent deposit from victims for a vehicle that never materialised.

- A man who was jailed for identification document offences in April 2017 was successfully extradited to Kosovo in January 2018 to serve a 25-year sentence for murder. Senad Kullaj, 27, an Albanian national was arrested by officers from Organised Crime (Fraud) and sentenced to 14 months' imprisonment for ID document offences. It was when officers processed Kullaj, it became clear that he had entered the UK in 2013 and had remained here illegally having been sought in Kosovo in connection with the honour-based murder of his sister. SOC, in liaison with the NCA, HM Immigration Services and the METPol's Extradition Unit, fast tracked necessary paperwork to allow Kullaj's arrest and extradition to Kosovo to serve a 25 year sentence for his sister's murder.
- Operation Nebule: This operation recently targeted an OCG suspected of involvement in the supply of large quantities of drugs. The team formed an effective partnership with the East Midlands Special Operations Unit (EMSOU) and arrested 6 members of the OCG who were charged and remanded for drug offences. The operation has resulted in the recovery of drugs and cutting agents with a street value of £1,000,000. The nominals concerned remain on remand with trial scheduled for May 2018.
- The Financial Investigation Team continue to target Organised Criminality through the recovery of assets from criminals who have been the subject of confiscation orders on conviction. Between April 2017 and 31st March 2018, 132 confiscation were orders secured, amounting to a benefit figure totaling £7,612,452.40 in ill-gotten gains that can be seized from these criminals. Assets of over £1,452,688.15 in cash and realisable assets have already secured against this figure.

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

- 7.1 Early intervention is extremely successful in our endeavour to prevent offending in the first instance and to reduce reoffending. If we can prevent young people from making the wrong life choices and improve our relationship with them at an early age then we stand a good chance of engaging with them in the future for the right reasons.
- 7.2 We continue to monitor the reoffending rates of offenders in the Force Integrated Offender Management (IOM) cohort. In October 2017 we commenced a domestic abuse cohort and to-date, 71 nominals have entered the system. The IOM approach helps to reduce the negative impact of crime and reoffending through a cross-agency

approach, reducing the numbers of victims of crime and helping to improve public confidence in the criminal justice system.

- 7.3 The new force structure brings many benefits from being geographically focused, including the placement of dedicated schools officers in each neighbourhood area. Their role will include delivering sessions on topics such as ASB, cyber security, online abuse and bullying, along with topics that are of specific interest to that area. This approach will bolster our ability to prevent crime and ensure early intervention by focusing on young people and encouraging their engagement with us.
- 7.4 April saw the beginning of a three-year pilot run by Redthread in partnership with Nottinghamshire Police and other partner agencies focussed on tackling youth violence. The Youth Violence Intervention Programme embeds a team leader, two specialist youth workers and a programme coordinator in the Queen's Medical Centre (QMC). The aim of the programme is to support young people and help them break the cycle of violence. This is an important initiative, which has been successfully trialled in London, providing the opportunity to make a real change in the lives of young people who may otherwise choose a different path.

8.0 Priority 7: Spending your money wisely

- 8.1 The Chief Officer Team continue to monitor the Force's budgetary position throughout the year at the monthly Force Executive Board. Our Head of Finance provides us with the most recent position with regards to revenue expenditure and Capital finances to ensure that we can closely monitor the situation during the year.
- 8.2 We are continuing with our estates rationalisation strategy and have secured the sale of a number of ageing police stations in recent months. Where appropriate, alternative and cost effective facilities have been provided to support local policing. This strategy reflects recent changes to policing and IT, not just in Nottinghamshire, but across the country. We are becoming more agile, flexible and collaborative than we have ever been. This means that we are able to focus more on core frontline deliverables, contribute to collective efficiencies whilst offering those we serve more of a 'one stop' service. We continue to invest in IT, providing handheld devices to frontline staff so that they do not need to routinely return to a police building. Staff are becoming even more productive and visible, working within communities and working from different locations as well as being co-located with our partners, improving overall accessibility and service to communities.
- 8.3 Linked closely with our Estates Strategy is our Agile Policing Project, which is working to deliver IT solutions to enable frontline staff to work where, when and how they need. The roll out of the laptops and mobile phones began in April, with response officers taking part in the pilot, and the roll out will continue through to July. Through in-year savings, we have been able to allocate additional funds for mobile devices to be allocated to our CID and Public Protection officers.

- 8.4 On 1st February we welcomed 60 new mini police officers on to the Mini Police Division. The recruits are aged between 9-11 years old and will be deployed regularly, firstly tackling an educational-led project covering issues such as road safety, internet safety and bullying. The initiative aims to build positive relationships between the police and local families to make an overall positive impact on their communities. The project has been delivered by the Citizens in Policing Department and I am grateful to them for making this possible.
- 8.5 Last but certainly not least, we have continued to invest in police officer numbers as outlined in the Police and Crime Commissioner's Police and Crime Plan earlier this year. The investment recognises our response to public concerns regarding issues such as crime in rural areas and knife crime. We remain on target to increase officer numbers to 1,950 by June 2019. We continue to attract good people as an employer of choice and we are committed to this throughout 2018/19 as well. We want to attract and retain talented people with a diverse range of skills from a range of backgrounds to represent the communities that we serve. This is bolstered by the launch of the Police Constable Degree Apprenticeships scheme with Nottinghamshire Police being one of the first forces to take part in this new recruitment initiative. Currently, 38% of the applicants are from the BAME community which will ensure the force continues to work towards being representative of the community it serves. The PCDA will also target those individuals with skills that are required in the changing policing landscape, and I look forward to updating on this key area in the next update report.
- 8.6 Recruitment continues and we will welcome more cohorts this year, including a triple in take in June. My thanks goes to the HR and Training teams who have worked solidly to ensure that our commitment to increase police officer numbers is realised.

9.0 Some further key results since November 2017

- In January Dean Burden, originally a Mansfield resident, received a custodial sentence of 25 years after he was found guilty of carrying out child abuse offences over a 12 year period. He was found guilty of 24 sexual offences against 3 children and 5 cruelty offences following a 10-day trial. Dean Burden will also be subject to 5 further years on extended licence as well as being made subject of an indefinite Sexual Harm Prevention Order and being made to sign the Sex Offenders' Register indefinitely. The sentence won't take away what happened but it should go some way to provide the victims with some comfort to know that the offender has been locked up for a significant amount of time.
- In January, a 41 year old offender pleaded guilty to several charges, including racially aggravated harassment and racially aggravated behaviour. He received a custodial sentence and was ordered to pay costs. Our officers recognise the significant impact that hate crimes can have on people's lives. They take the necessary action to

ensure that incidents that are motivated by prejudice are recognised with the evidence being presented at court to ensure a sentencing uplift where relevant.

- In February, a 54 year old man who stabbed a woman multiple times, leaving her fighting for her life, was sentenced to ten years in prison. Harvey was arrested at the scene in October and due to the thorough police investigation that followed, he was subsequently charged and pleaded guilty at Nottingham Crown Court to attempted murder.
- Following the conviction of nine offenders in March for an armed robbery in Newark in 2016, confiscation orders were secured for each of the offenders. Each of the nominals had large benefit figures certified against them as a result of the hard work of the Financial Investigators to ensure that the offenders were thoroughly brought to justice for the offences they committed.
- A repeat immigration offender has been jailed and will be deported following a prosecution brought by the Foreign National Offending Team and Modern Slavery Team. Forin Constantin was in the UK contrary to a deportation order. He was remanded to Nottingham Magistrates' Court in April and received an eighteen week sentence, after which he will be deported again. This is an excellent example of team working across different departments and demonstrates how taking a different approach reaped success.

Ends

For Decision	
Public/Non Public*	Public
Report to:	Strategic Resources and Performance Meeting
Date of Meeting:	24th May, 2018
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:	5

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

Estates Strategy and Estates Rationalisation Update

1. Purpose of the Report

- 1.1 The purpose of this report is to provide an update on the implementation of the ongoing estates strategy and rationalisation programme.

2. Recommendations

- 2.1 It is recommended that the Nottinghamshire Police and Crime Commissioner notes the progress with the implementation of the ongoing estates strategy and rationalisation programme.

3. Reasons for Recommendations

- 3.1 To ensure that the Police and Crime Commissioner, and members of the Strategic Resources and Performance meeting, are aware of the progress being made in relation to the Force's estates strategy and rationalisation programme.

4. Summary of Key Points

Estates Strategy

- 4.1 The Estates Strategy for 2017 – 2021 was reported to the Strategic Resources and Performance Meeting on 25 May, 2017. The Strategy is attached as Appendix A to this Report.
- 4.2 The strategy seeks to ensure an efficient, fit-for-purpose and sustainable estate that delivers value for money and facilitates flexible working. It supports the Police and Crime Plan, organisational objectives, Carbon Management Plan and the Force Priority Plan. The 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.
- 4.3 The Strategy includes an Estate Delivery Plan and sets out a wide range of proposed schemes and projects to meet the requirements of the Strategy. A number of future investment plans are included and the Strategy also sets out

a wide range of achievements to date which have contributed towards the aims of the Strategy.

4.4 The table below provides an update on progress with implementation of the proposals set out in the Strategy:

Proposal	Progress
Setting up a Partnership Hub with Mansfield District Council at Mansfield Civic Centre and the sale of Mansfield Woodhouse Police Station.	Partnership Hub complete. Mansfield Woodhouse Police Station on the market.
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.	Partnership Hub complete. Contracts exchanged on 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.	Partnership Hub complete. Arnold Police Station sold.
Development of a public sector hub in Cotgrave Town Centre with Rushcliffe Borough Council, Nottinghamshire County Council, Cotgrave Town Council and health service partners.	Building work has commenced on site. Anticipated move to new building in October, 2018.
Co-location with East Midlands Ambulance Service to establish a new Carlton Police Station and sale of the existing Carlton Police Station.	New Carlton Police Station complete. Former Station – contracts exchanged – completion 29 May.
Rationalisation of office buildings leading to the sale of Holmes House in Mansfield.	Good progress made with re-locating existing teams from Holmes House. To be vacated by early June. Holmes House sold, subject to contract.
New Eastwood Police Station co-located with Eastwood Town Council and sale of existing Eastwood Police Station.	New Eastwood Police Station complete. Former Station sold, subject to contract.
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.	Plans developed and terms agreed with Bassetlaw District Council to co-locate at Queen's Buildings. Anticipated move to take place in August, 2018.
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.	Discussions taking place with County, District and Town Councils regarding possible co-location. Feasibility Study into a possible new build facility with Town and District Councils currently being undertaken.
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.	Initial plans developed and terms provisionally agreed with East Midlands Ambulance Service to co-locate the Neighbourhood Policing Team and Response at the Hucknall Ambulance

	Station. Proposals developed for a new Training Centre on the Sherwood Lodge site, subject to planning permission.
Consideration of options for greater collaboration with Nottinghamshire Fire and Rescue Service and East Midlands Ambulance Service.	Co-locations in place at Carlton and East Leake and further co-location agreed at London Road Fire Station. Further proposals under consideration following work by Consultants towards a Joint Estates Strategy for the three Nottinghamshire Blue Light Services. Further Options Appraisal being undertaken regarding the possibility of a Joint HQ for Police and Fire.
Review of the future of the Bridewell custody suite with a view to providing a more appropriate facility.	Interim Business Case approved agreeing the principle of developing a new build Custody Suite. Site for new Custody Suite identified. Full Business Case in course of preparation.
Review of the usage and future of Neighbourhood Offices	Initial review completed. Public consultation currently being undertaken.

Estates Rationalisation

4.5 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:-

- Mansfield Woodhouse – relocated to Mansfield Civic Centre.
- Selston – relocated to Hucknall with neighbourhood office at Selston Parish Council.
- Carlton – NPT relocated to Carlton Ambulance Station with Front Counter at Carlton Fire Station.
- Arnold – relocated to Council Offices, Jubilee House, Arnold.
- Eastwood – relocated to Eastwood Town Council Offices.
- East Leake – relocated to West Bridgford with neighbourhood office at East Leake Fire Station.

4.6 With the exception of Selston and East Leake, the vacated premises are freehold and are to be sold. The sale of Arnold has been completed and contracts have been exchanged on the sale of Carlton with completion on 29 May. Sales of Sutton and Eastwood have been agreed but not yet completed. Mansfield Woodhouse is on the market and the sale has not yet been agreed.

4.4 The appropriate Notice was served to terminate the Leases of Selston and East Leake.

4.5 The following premises are due to be vacated during the next 12 months:-

- Holmes House, Mansfield – office premises no longer required
- Worksop – relocate to Bassetlaw DC Offices, Queens Buildings
- Cotgrave – relocate to new public sector hub in Cotgrave

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

- 4.6 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 Hill Top House, subject to planning permission. Contracts were 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 subsequent appeal was also turned down. A revised proposal and offer has now been accepted for the sale of this site and it is hoped that contracts will be exchanged shortly.
- 4.7 As set out in the Estates Strategy and at paragraph 4.4 above, a review has been 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. Public consultation will now be undertaken before any final decisions are taken.
- 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 Hucknall and Ollerton. 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 Arnold Police Station amounted to £310,000.

6 Human Resources Implications

- 6.1 Consultation is undertaken with affected staff.

7 Equality Implications

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

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

11 Details of outcome of consultation

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

12 Appendices

12.1 Appendix A - Estates Strategy 2017 – 2021.

Nottinghamshire Police

Estates Strategy

2017-2021



 NOTTINGHAMSHIRE
POLICE
NEWARK POLICE STATION


Nottinghamshire
POLICE & CRIME COMMISSIONER

 NOTTINGHAMSHIRE
POLICE
PROUD TO SERVE

Index

Foreword	Page 3
Purpose	Page 4
Context	Page 5
Drivers for Estates Strategy	Page 6
Vision	Page 7
How does the Estates Strategy support the Police and Crime Plan and the Priority Plan?	Page 8
What has been achieved to date?	Page 10
Estate Delivery Plan	Page 11
Future estate plans	Page 12
Future investment plans	Page 13
Consultation	Page 14
Governance	Page 15
Appendix—Nottinghamshire Police Buildings	

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	Ruddington, St. Peter’s Rooms
Carlton in Lindrick Village Hall	Sneinton Library
Crown House, Worksop	Southwell Town Council
Farndon Village Hall	Stapleford, The Meeting Place
Nuthall Temple Centre	Trowell M1 Services
Kimberley Town Hall	Tuxford, 2 Market Place
Misterton Centre	Warsop Town Hall
Rainworth Village Hall	Wollaton Waitrose

Total Neighbourhood Offices - 16

For Information	
Public	
Report to:	Strategic Resources & Performance Meeting
Date of Meeting:	May 2018
Report of:	Carl Taylor-Walster
Report Author:	Carl Taylor-Walster / Billy Pruden
E-mail:	carl.taylor-walster@nottinghamshire.pnn.police.uk
Other Contacts:	Insp Naomi Bolton
Agenda Item:	6

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

Health and Safety Monitoring and Governance Structure - Update

1. Purpose of the Report

- 1.1 The purpose of this report is to provide the Police and Crime Commissioner with a full year update on health & safety performance and statistics for the period April 2017 to March 2018.

2. Recommendations

- 2.1 It is recommended that members note the report.

3. Reasons for Recommendations

- 3.1 Police and Crime Commissioner is recommended to note the report to ensure that they are fully updated on health and safety monitoring and governance with regards to Nottinghamshire Police for the most recent, full financial year.

4. Summary of Key Points

- 4.1 A summary of reported injuries are outlined in the tables below. Detailed analysis regarding the data in the following tables can be found in appendix 1, which is attached with this report.

Accident injuries	2017/18	+/-	2016/17
Police Officers	191	-6%	203
Police Staff	47	+42%	33
Special Constables	1	-50%	2
Cadets	0	-	2
Total	239	-0.4%	240

Assaults	2017/18	+/-	2016/17
Police Officers	140	+20%	116
Police Staff	21	+40%	15
Special Constables	2	-50%	4
Total	163	+21%	135

RIDDOR reportable (Injuries reported to the Health & Safety Executive)	2017/2018	+/-	2016/17
Major Injuries	1	-83%	6
Over 7 day injuries	4	-20%	5
Total	5	-54%	11

5. Financial Implications and Budget Provision

- 5.1 Accidents, assaults and RTCs 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 1, 'Annual Health and Safety Report 2017 – 2018' 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 will also be circulated to staff associations and Police Federation.

12. Appendices

- 12.1 Appendix 1 - Year-end 'Annual Health and Safety Report, 2017 - 2018.'



NOTTINGHAMSHIRE
POLICE
PROUD TO SERVE

Annual Health & Safety Report

2017 – 2018

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 2017 to 31st March 2018. 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.

Summary of reported injuries

Table 1

Accident injuries	2017/18	+/-	2016/17	+/-	2015/16	+/-	2014/15
Police Officers	191	-6%	203	+30%	156	-44%	279
Police Staff	47	+42%	33	-51%	68	-26%	92
Special Constables	1	-50%	2	-50%	4	-33%	6
Cadets	0	-	2	-	2	-	0
Total	239	-0.4%	240	+4%	230	-38%	377

Injury RTC's	2017/18	+/-	2016/17	+/-	2015/16	+/-	2014/15
Police Officers/Staff	18	-14%	21	+91%	11	-58%	26

During this period injuries as a result of Road Traffic Collisions (RTC's), have decreased by 14% (18 versus 21). All 18 RTC's involved Police Officers. 8 of the Officers received treatment at hospital with no serious injuries being reported. 5 of the injuries were as a result of Police pursuits.

During the year, the biggest cause of injury through accident was 'restraining prisoner', which accounted for 33 injuries. Second highest cause was 'fall' which accounted for 26 injuries.

Table 2

Assaults	2017/18	+/-	2016/17	+/-	2015/16	+/-	2014/15
Police Officers	140	+20%	116	-33%	172	+3%	167
Police Staff	21	+40%	15	-38%	24	-11%	27
Special Constables	2	-50%	4	+100%	2	-67%	6
Total	163	+21%	135	-32%	198	-1.5%	200

14 out of the 21 assaults to police staff occurred within a custody suite where Detention Officers were injured. 5 were assaults on PCSO's.

Table 3

RIDDOR reportable (Injuries reported to the Health & Safety Executive)	2017/2018	+/-	2016/2017	+/-	2015/16	+/-	2014/15
Major Injuries	1	-83%	6	+100%	3	-50%	6
Over 7 day injuries	4	-20%	5	-38%	8	-42%	14
Total	5	-54%	11	-	11	-45%	20

The 5 reportable injuries were all Police Officers. 2 out of the 5 were as a result of the Officer being attacked by a prisoner.

2.0 Health & Safety Committees

- 2.1 Health & Safety Committee meetings occur regularly throughout the Force. Each thematic area & 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 was 1 major injury reported to the Health & Safety Executive.
- 4.3 Table 4 shows the benchmarking per 100 officers/ staff from 1 April 2010 to 31 March 2018. 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.

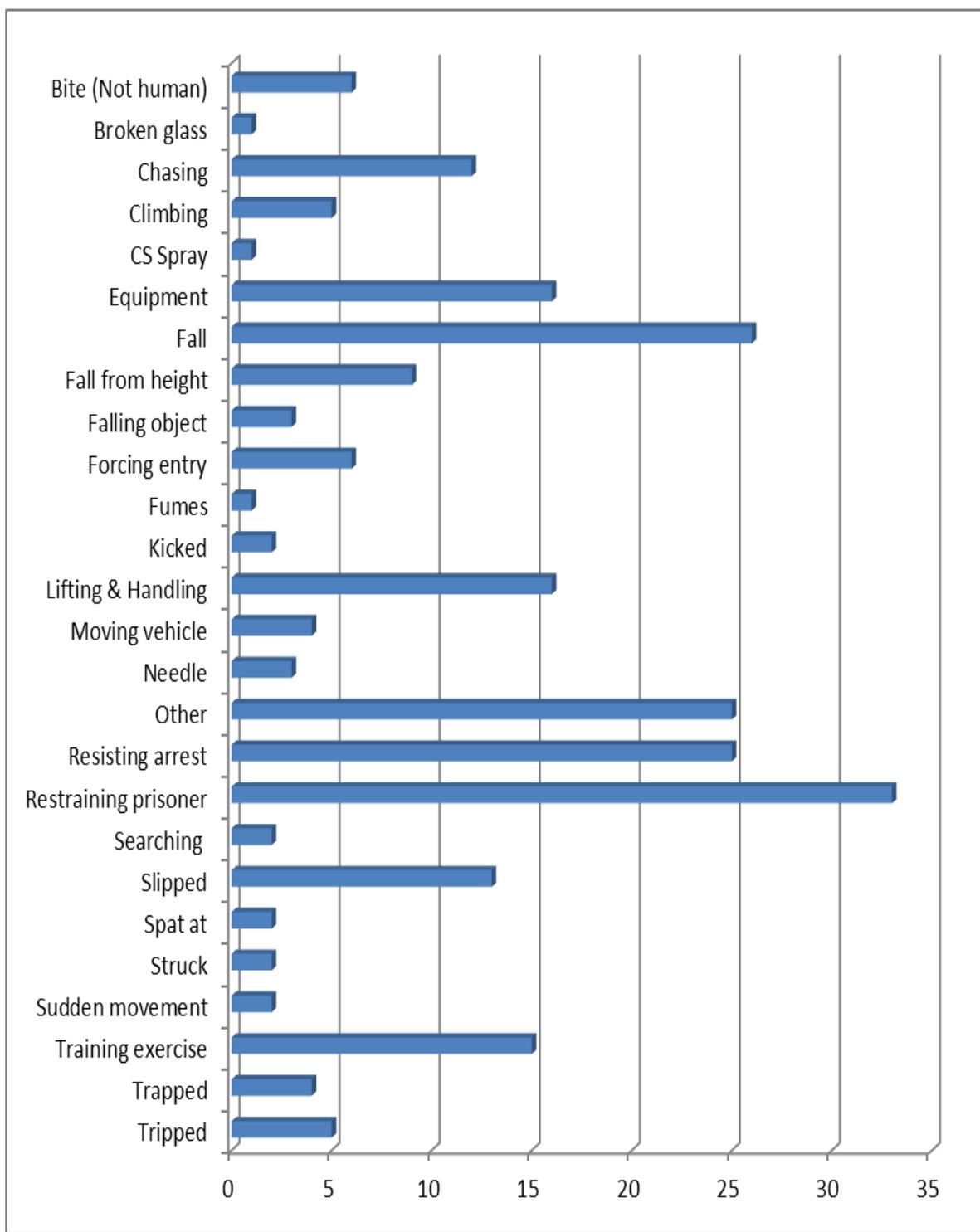
Table 4

Force benchmarks per 100 officers/staff	Total 2017-18	Total 2016-17	Total 2015-16	Total 2014-15	Total 2013-14	Total 2012-13	Total 2011 - 12	Total 2010-11
Accidents Police Officers	10.20	10.24	7.53	13.11	13.62	13.21	14.99	13.2
Accidents front-line staff*	8.60	5.71	8.08	12.57	12.77	9.26	10.23	5.54
Accidents other Police staff	1.93	1.40	2.87	2.33	5.72	4.48	3.27	5.38
Assaults front-line staff*	6.81	5.38	5.55	5.39	6.27	3.37	4.68	4.43
Assaults Police Officers	7.48	5.71	8.25	7.74	6.97	6.26	7.00	8.84
Slips/trips/falls	1.37	0.70	1.00	1.20	0.99	1.12	1.37	3.20
Training injuries Police Officers	0.75	0.59	0.38	0.91	1.28	0.93	1.41	1.30
RTC-Polac injuries Police Officers	0.96	0.85	0.58	1.20	2.03	1.24	1.51	2.00
Major injuries	0.03	0.18	0.08	0.16	0.10	0.13	0.23	0.33
Over 7 day injuries	0.11	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 decreased slightly compared to last year 10.20 versus 10.24, a decrease of 0.4%. Police Officer assaults have increased by 31%. There were 0.03 major injuries per 100 Officers/Staff compared to 0.18 the previous year, a decrease of 83%.

Table 5 – Causes of accident injuries (as reported)

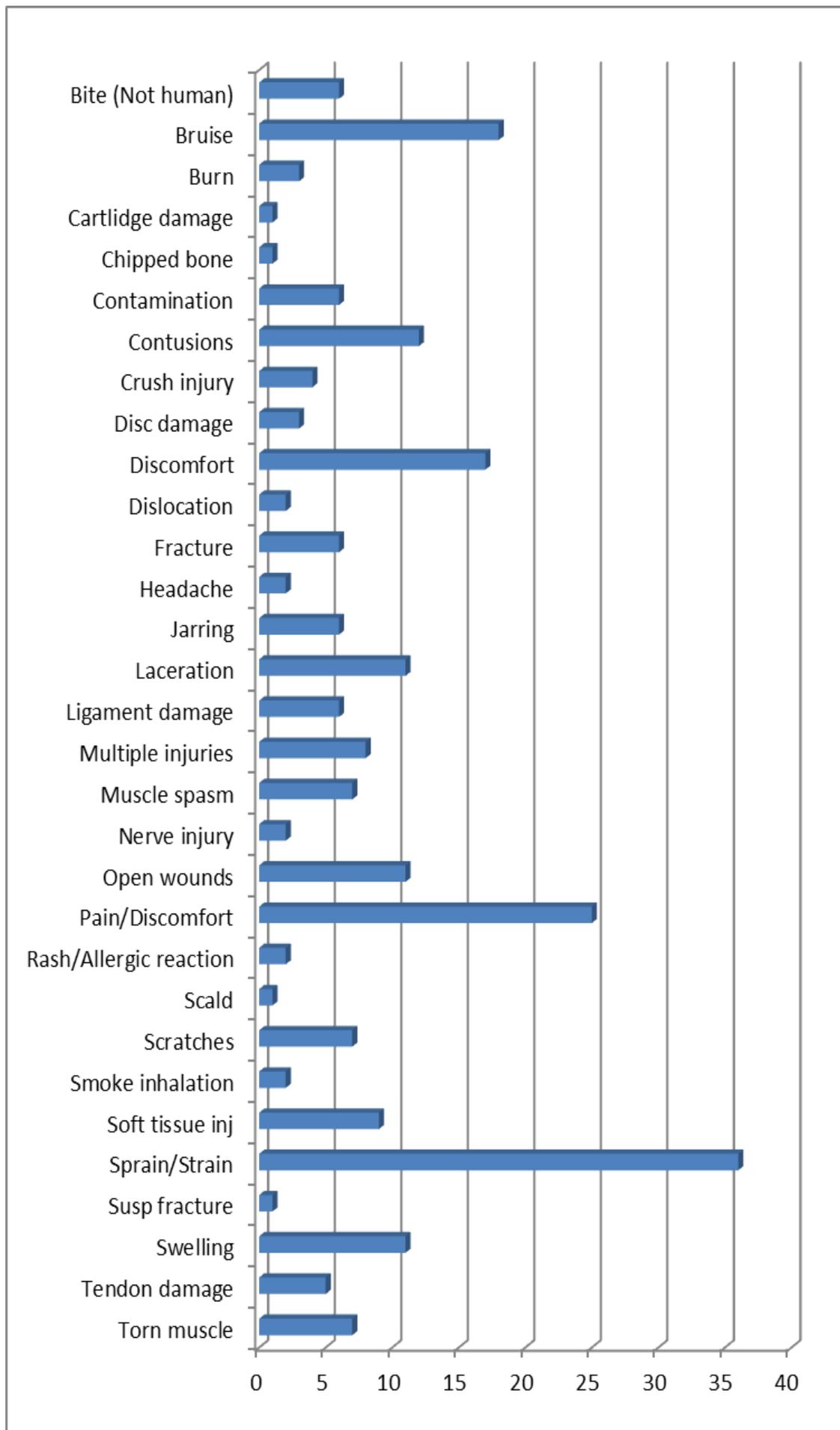


4.6 Table 5 (above) shows the causes of accidents/injuries. The top 3 causes of accidents/injuries for the year were 'restraining prisoner', 'fall' and 'resisting arrest'.

4.7 50 Police Officers were injured when they were faced with an individual resisting arrest or were restraining a prisoner. 5 PCSO's received an injury whilst assisting in an arrest. 2 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 bruise.

Table 6 – Resulting injury types (as reported)



5.0 Assaults

5.1 There were a total of 163 injuries on duty as a result of an assault, an increase of 21% on the previous year (see Table 2 Page 3). This was made up of the following mix of Police Officers/Special Constables/Police Staff:

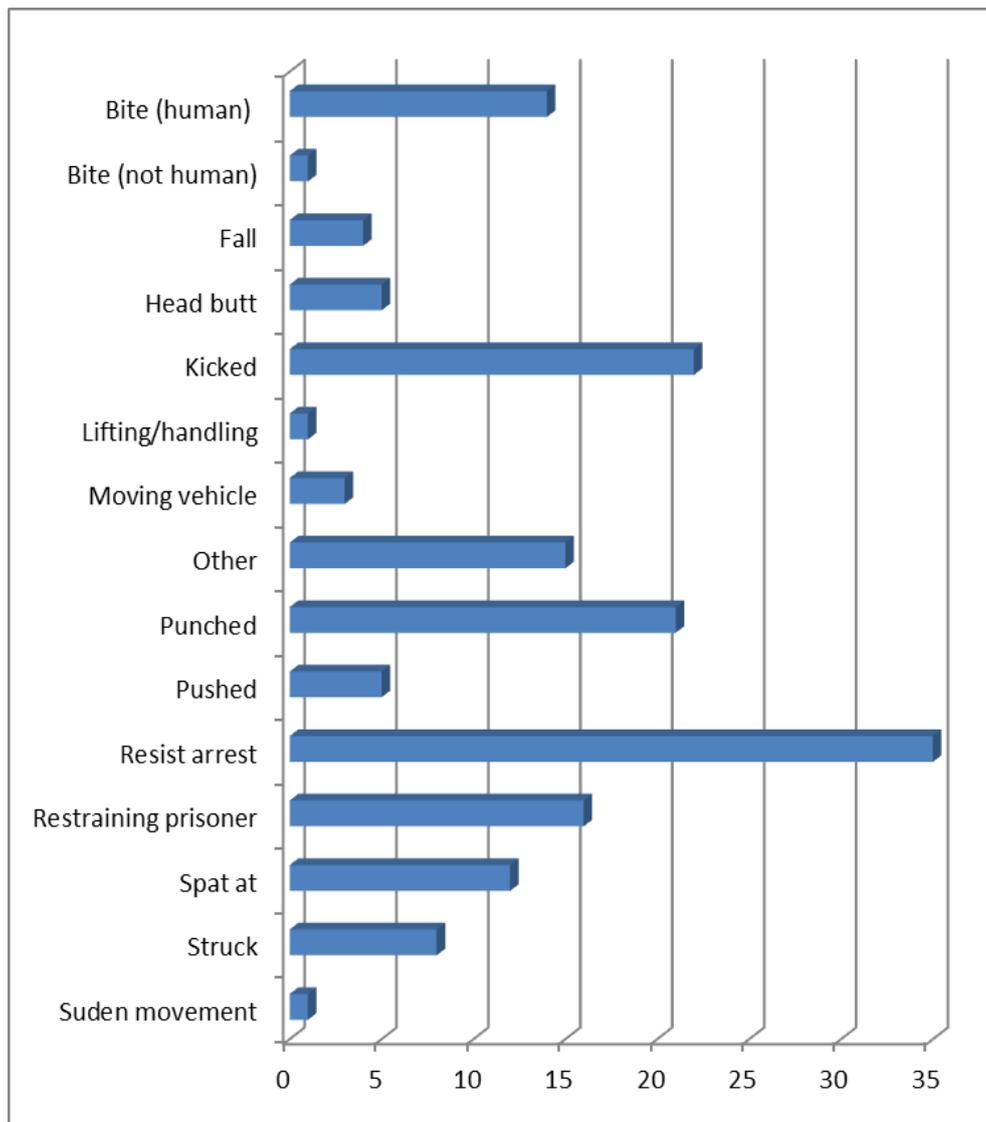
- 140 Police Officers.
- 14 Detention Officers.
- 2 Special Constables.
- 5 PCSOs.
- 1 Safety Camera Operator.
- 1 PIO.

5.2 Table 8 illustrates the assaults broken down by cause.

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

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

Table 8 – Assault Cause (as reported)



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 2017 - 2018, Nottinghamshire Police reported 5 'incidents' to the HSE which a reduction of 54% on the previous year.

6.3 The 5 'incidents' were made up as follows:

- 1 was classed as a major injury (Broken nose) and 4 were 'over 7 day' injuries.
- The 5 reports all involved Police Officers.
- 4 out of the 5 reported injuries required hospital treatment.

6.4 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 184 reported near misses compared to 225 the previous year, a decrease of 18%.

8.3 Reporting of near misses is actively encouraged with messages sent out via local and force wide communications.

8.4 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, 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 updated electronic accident and incident recording system (MFSS (Fusion)).
- Introduction of tools for Line Managers in relation to supporting colleagues with mental health issues.
- Regular site inspections in conjunction with Facilities.
- Continual in-house Fire Risk Assessment in relation to high risk locations such as custody.
- Auditing of statutory duties in relation to control of asbestos, lifting equipment and control of legionella.

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 2018-2019

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 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.
- 11.3 Review Force guidance and information documents to ensure they are suitable and sufficient and accurately reflect the risk and current legislation before uploading to new intranet site.
- 11.4 Support the work of the Divisional and Departmental Health & Safety Committee meetings in relation to mitigating risk and assisting with any health & safety investigations.
- 11.5 Audit compliance with the Forces statutory obligations in relation to the Control of Electromagnet Fields at Work Regulations, throughout the Nottinghamshire Police estate.

For Information	
Public	
Report to:	Strategic Resources and Performance Meeting
Date of Meeting:	24th May 2018
Report of:	Chief Constable Guildford
Report Author:	Superintendent Matthew McFarlane
E-mail:	matthew.mcfarlane@nottinghamshire.pnn.police.uk
Other Contacts:	
Agenda Item:	7

Code of Ethics – Update

1. Purpose of the Report

- 1.1 The purpose of this report is to update the Nottinghamshire Office of the Police and Crime Commissioner (NOPCC) of on-going activity regarding the Policing Code of Ethics within Nottinghamshire Police.

2. Recommendations

- 2.1 It is recommended that member of the meeting note the update and the progress made.

3. Reasons for Recommendations

- 3.1 To ensure that the NOPCC is kept informed of the 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 Each Police Force was required to undertake action to effectively embed the Code within activity locally. In Nottinghamshire the lead Command Officer is DCC Rachel Barber and the Operational lead is Supt Matthew McFarlane.
- 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 lawful'. 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'.

- 4.9 The HMIC PEEL inspection on Police legitimacy in 2017 assessed Nottinghamshire Police as good overall. It also assessed the force as good in examining the question 'How well does the force ensure that its workforce behaves ethically and lawfully?' In the overview, the report states 'Leaders in the force are good role models and ensure that members of the workforce behave ethically and lawfully'. Referring to the Force PROUD values, it states 'These values are established within the force's policies and procedures, and are widely understood by the workforce. They are both aligned and consistent with the College of Policing's Code of Ethics'. In the section examining the ethical culture, the report states 'Ethics and values are well established in the force and guide its leaders' decision making' and also 'The workforce has a good understanding of the Code of Ethics and the force clarifies and reinforces expected standards of behaviour in a number of ways'.
- 4.10 Continuing work includes an ongoing rolling programme of communication, with scheduled activity throughout the year included in the communications plan. Links with College of Policing and NPCC are maintained for best practice. The focus of the continuing work is on reinforcing the position of the Code at the heart of the NDM. The Code is explicitly included in Officer Safety training and training for the force uplift of Taser, with 153 officers to be trained in 2017/18. It is included in the IPLDP programme for student officers and on the transferee courses.
- 4.11 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) and 39 (2018). This is an independent assessment of fairness issues within the organisation;
 - **Force Restructure & Ongoing Change Programme.** Extensive consultation and involvement of staff at all stages of the work, including focus groups, email questions, online chat, research, 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, 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 C/Supt posts.
- **Ncalt corruption training.**
- **People Survey.** Officers and staff across the organisation participated, with key recommendations developed from the results and actioned.
- **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

4.12 The national situation regarding Ethics Committees is varied – with several different approaches being taken across the country. Supt McFarlane has 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:

- difficulty in identifying sufficient matters for them to consider;
- a lack of clarity regarding the value or benefit they add by discussing matters; and
- the costs and administration required to support them;
- a lack of clarity regarding the relationship with Independent Advisory Groups (which do exist in Nottinghamshire).

Within Nottinghamshire, consideration of specific ethical issues is included within the force Professional Standards, Integrity & Ethics Board. An 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. An ethical issue due to be considered is the use of spit hoods. If they were to be deployed, the ethical considerations of use of drones would be considered. A method of discussing ethical issues relating to the ongoing policing of fracking protests will also be examined.

Contact will be made in 2018 with both Trent and Nottingham universities to discuss whether some policing ethical issues could be discussed and considered by relevant courses/groups.

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 There are 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

Consideration	
Public/Non Public*	Public
Report to:	Strategic Resources
Date of Meeting:	24 May 2018
Report of:	Community Safety Fund (Small Grants) Monitoring 2017/18
Report Author:	Claire Good
E-mail:	Claire good14154@nottinghamshire.pnn.police.uk
Other Contacts:	
Agenda Item:	8

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

2017/18 Community Safety Fund (Small Grants) Projects

1. Purpose of the Report

- 1.1 To update Strategic Resources on outputs and outcomes achieved by the 2017/18 successful Community Safety Fund (Small Grants) projects.

2. Recommendations

- 2.1 To note the report.

3. Reasons for Recommendations

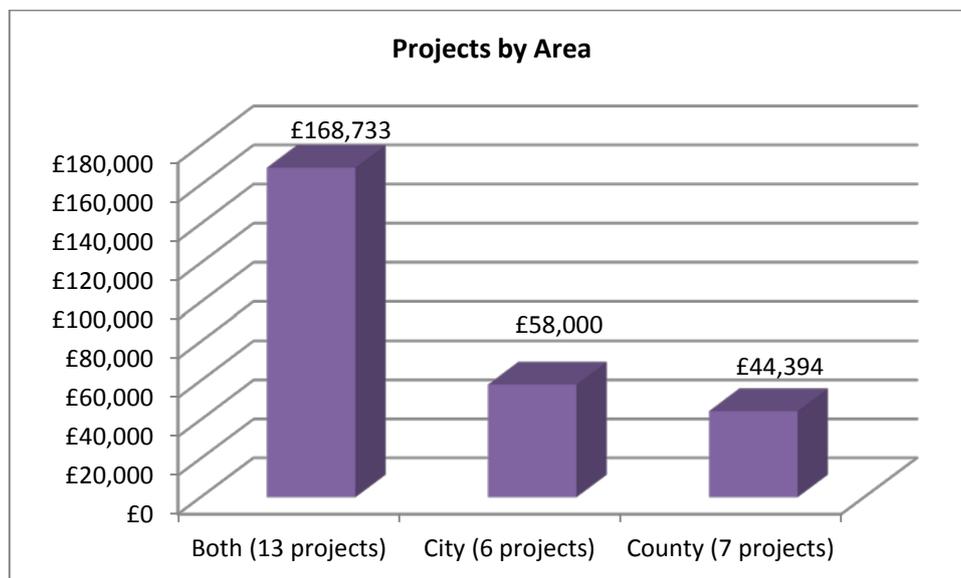
- 3.1 The report is provided for information only.

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

- 4.1 In March 2017 the PCC agreed to award grants to twenty-three third sector community based organisations totalling £248,527. In addition to this, three further community based organisation were funded throughout the year totalling £22,600 (please see attached list in **Appendix A**). Organisations were all funded subject to meeting funding criteria. One of the twenty-six projects – Himmah’s CSF: ARRM Project – did not go ahead as planned.
- 4.2 Of the remaining twenty-five projects all reported full spend of the grants with the exception of four who reported very small underspends totalling £641.80.
- 4.3 All successful projects are required to report back at the end of the financial year around performance and actual spend. Organisations receiving a grant of £12,000 or more are required to provide a monitoring report bi-annually (in October and April) and those who receive under £12,000 are required to report annually on completion of the project.
- 4.4 Monitoring information from each of the 25 projects have been collated into a table which can be found in **Appendix A**. Headline figures from the monitoring show that in 2017-8 as a result of the PCC funded projects:

- Up to 1,077 individuals received support;
- Up to 4,553 individuals attended training events delivered by the projects;
- Up to 2,375 individuals were engaged via awareness raising initiatives (eg leaflets);
- Up to 59 young people attended consultant/publicity events;
- 4 conferences were arranged and delivered;
- Up to 27 community groups were supported; and
- 24 new neighbourhood watch schemes were started.

4.6 With regards to areas covered by the projects awarded funding there was a fairly even split of projects funded to work in either the City or County only. Half of the projects worked across both the City and County as shown in the graph below.



4.7 A small selection of quotes from some of the project beneficiaries can be seen below highlighting the good work being undertaken by these community projects.

“Imara have gone above and beyond when helping myself and my family understand the court system when there have been issues and have helped me personally feel so much more comfortable proceeding with the courts. They show support through essential oil kits, educating me how to process my emotions leading up to the trial and they’ve always been a shoulder to cry on. I don’t know where I’d be without their support”.

Imara – Enhanced Early Intervention Project

“This work has put a real face on the effects of hate crime and how it makes people feel. Tyrone was such a positive role model for the students”.

Nottingham Mencap – Smile! Stop Hate Crime Project

“After one session a girl came up to us to thank us for the workshop and tell us that she is bisexual and so far hasn’t had the courage to tell anyone. She said that the workshop had inspired her to be more open about her sexuality and to challenge prejudice”.

Remedi – Restorative Approaches in School Project

- 4.7 A couple of case studies from two mentoring projects are detailed below demonstrating the work that is being undertaken by some of these projects and the outcomes they are able to achieve.

Case Study from Mixed Foundations – Journey of Life Transformation Mentoring Project

XX - White, Male, 16 years, looked after child.
Presenting issues - Smoking cannabis, criminal activity including violent behaviour, car theft and pending court cases.

Engagement: 12 sessions

On first meeting XX he was very resistant, not wanting to talk or engage. After a Mixed Foundations practitioner disclosed previous life experiences he then agreed to an initial 1-2-1 session.

XX had sleeping problems so struggled to be up on time for the first few sessions but then improved and was then always up and ready for sessions, even calling if he needed to reschedule.

A good therapeutic relationship was established with XX, with him opening up more including regular checks-in’s by phone and text messages outside of 1-2-1 sessions and also after hours.

Outcomes

XX was in a chaotic state upon first engagement and has now transitioned to a current manageable lifestyle, with anger management tools to implement when required.

XX lacked motivation and had no dreams or aspirations prior to Mixed Foundations involvement. This was nurtured and explored, he eventually recognised that he would like to be involved in motor mechanics due to his love for cars, which invoked a life time goal. Mixed Foundations supported this notion and identified a course at his local college and assisted with enrolment. XX is now currently attending a motor mechanics course.

All court cases have been dealt with and he avoided a custodial sentence by demonstrating he had turned his life around, with Mixed Foundations intervention. If XX had not been supported, it is unlikely he would have attended court due to his fears and anxiety of receiving a custodial sentence.

XX has now become a positive member of society; XX has transitioned from a life of crime including knife crime to being in f/t education on a mechanic course with hopes and aspirations of owning his own garage.

XX no longer feels the need to carry a knife, as he is developing a new social peer group through college

XX now has hobbies and interests as a result of engaging in the activities provided by Mixed Foundations. XX has reduced his cannabis use significantly.

Al-Hurraya – One-to-One Mentoring Outcomes

In one area of Nottinghamshire, the Counsellors/Mentors were able to raise awareness on the beneficiaries' criminogenic behaviours and help them reflect on their negative attitudes. This helped reduce their offending behaviour, anti-social behaviour and helped to support and sign-post them to other agencies. We also provided family intervention when required. We shared information if we identified a risk or a safeguarding issue. The clients were scaled from 1-10, 10 being Excellent. Their scoring increased each week during counselling sessions on how they were feeling and how they were starting to achieve positive outcomes. They scaled between 7 to 9 once they had finished their counselling sessions.

Other issues that had come to surface during counselling sessions and workshops included that beneficiaries were put on regular detention and were excluded from school on a regular basis. We scaled them each week which helped them focus on their behaviour and reflect on the numbers of detentions being received. Using this tool, we were able to reduce their detentions and help improve their overall attendance and achievement at school.

In another area of Nottinghamshire, 6 individuals who were identified as high to medium risk were provided with up to 20 sessions of 1-1 Counselling and Mentoring.

All of the beneficiaries had suffered from adverse childhood experience. The 6 participants had also been involved in the criminal justice system with negative views, coupled with a few of them having connections to organised crime. Counselling interventions focused on reducing offending behaviour and addressed family dynamics and participants' underlying issues. Counsellors were able to have regular engagement and good retention rates. As a result, beneficiaries had reduced their level of offending and were referred to diversionary activities. 2 of the clients moved onto successfully volunteering within the Mosque set up.

All 6 participants had improved their quality of life scoring between 5 and 8 on the scaling chart. 4 of the clients were also sign-posted to further support due to hidden harm and underlying issues such as Domestic Violence and Trauma.

5 of the clients had improved their attendance at school and reduced their rates of detention.

Al-Hurraya is proud to have been the catalyst for such a positive shift across Nottinghamshire and is grateful to the continued support from the Community Safety Fund.

5. Financial Implications and Budget Provision

- 5.1 £271,127 was agreed to be awarded in grants to third sector community based organisations during 2017/18.
- 5.2 A total of £257,985.20 was actually spent meaning a total underspend of £13,141.80.

6. Human Resources Implications

- 6.1 None.

7. Equality Implications

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

8. Risk Management

- 8.1 Monitoring is required from all funded projects to enable us to monitor actual progress against planned delivery. Details of actual spend from projects is requested to ensure that PCC monies are being spent appropriately and in line with the funding agreement.

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

- 9.1 All funded projects were identified as being able to help deliver one of the seven priorities within the 2013-2018 Police and Crime plan. The priorities are outlined as follows:
1. Protect, support and respond to victims, witnesses and vulnerable people
 2. Improve the efficient, accessibility and effectiveness of the criminal justice process
 3. Focus on those local areas that are most affected by crime and anti-social behaviour
 4. Reduce the impact of drugs and alcohol on levels of crime and anti-social behaviour
 5. Reduce the threat from organised crime
 6. Prevention, early intervention and reduction in reoffending
 7. Spending your money wisely
- 9.2 The chart below shows how the allocated funding was split across the seven priority areas. With regards to numbers of projects supported by Police and Crime plan Priority:

- 12 projects were funded whose main focus was around Priority 1 at an average funding amount of almost £10,000;
- 3 projects were funded whose main focus was around Priority 3 at an average funding amount of just over £4,000;
- 1 project was funded whose main focus was around Priority 4 totalling just over £8,500;
- 7 projects were funded whose main focus was around Priority 6 at an average funding amount of £15,000; and
- 3 projects were funded whose main focus was around Priority 7 at an average funding amount of just over £8,000.



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.



2017.18 Funded
Projects Monitoring.d

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.

For Information / Consideration / Comment / Decision (delete as appropriate)	
Public/Non Public*	Public
Report to:	Strategic Resources and Performance Meeting
Date of Meeting:	24th May 2018
Report of:	The Chief Constable
Report Author:	Kate Hemstock
E-mail:	Kate.hemstock@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.

Performance and 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 2018.

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-to-date 1st April 2017 – 31st March 2018

Guidance notes:

1. The following performance indicators are taken from the Police and Crime Commissioner's (PCC) plan 2016-18. The information is organised in line with the seven strategic priority themes in the plan.
2. Summary performance information is for the period 1st April 2017 to 31st March 2018 compared to the equivalent period of last year, in line with the Police and Crime Plan requirements. Where information provided is for an alternative period this will be stated. Longer term trend information is provided wherever possible.
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. 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.
6. Where data has been supplied by a source outside of the Nottinghamshire Police Management Information team, this will be stated.

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	DA 92.4%	●	<p>In response to a change in the Home Office mandated survey requirements, the force is currently reviewing the local approach to surveying victims of crime and the wider community.</p> <p>While this review is on-going, the force continues to survey victims of Domestic Abuse (mandatory) and victims of Hate Crime (non-mandatory).</p> <p>In the 12 months to January 2018, the force surveyed a total of 826 Domestic Abuse survivors. 92.4% of those surveyed were fairly, very or completely satisfied with the service they received from the police. This figure represents a similar figure compared to previous months (92.6% of 760 survivors in December, 93.3% of 698 survivors in November and 92.7% of 598 survivors in October). Whilst 92.4% of those surveyed were fairly, very or completely satisfied with the service they received, 4.4% of survivors (36 respondents) were neither satisfied nor dissatisfied with the service they received.</p> <p>Performance in respect of the aspects of satisfaction remains stable for 'ease of contact', 'actions taken' and 'treatment', with overall satisfaction ratings of above 90%. Satisfaction with 'kept informed' remains lower with 79.5% of respondents for January 2018 either fairly, very or completely satisfied with the service they received and a further 8.3% of respondents neither satisfied or dissatisfied.</p> <p>Over the same period, from a total of 388 Hate Crime victims surveyed, 80.7% were satisfied with the service they received from the police. This figure represents a continued decrease in satisfaction compared to the previous four months (81.6% of 376 surveyed in December, 82.0% of 373 surveyed in November, 83.4% of 297 surveyed in October 2017 and 83.8% of 352 surveyed in September 2017) and is the lowest rate recorded for over a year. Whilst 80.7% of those surveyed were fairly, very or completely satisfied with the service they received, 6.4% of survivors (25</p>
			Hate 80.7%		

Strategic Priority Theme One: Protect, support and respond to victims, witnesses and vulnerable people					
Measure		Objective / Target	Performance		Insight
					<p>respondents) were neither satisfied nor dissatisfied with the service they received.</p> <p>In terms of the aspects of satisfaction, 'actions taken' (81.1% satisfaction) and 'kept informed' (71.2%) are the lower rated aspects by Hate Crime victims, whereas both 'ease of contact' and 'treatment' maintain satisfaction levels of above 90%. The two aspects with the lower levels of satisfaction, 'actions taken' and 'kept informed', have larger levels of respondents neither satisfied nor dissatisfied with the service received than the other aspects. From the total number surveyed, the 'actions taken' aspect has 26 respondents (6.7%) that were neither satisfied nor dissatisfied with the service received. Of those respondents that answered the kept informed question, there was 26 respondents (6.8%) that were neither satisfied nor dissatisfied with the service received.</p> <p>The continuing decline in victim satisfaction for Hate Crime was discussed at the January Force Performance Board meeting and further research is being conducted by the Force hate crime manager in an effort to understand the decline in performance.</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 2017/18	56.7%	●	<p><i>Current performance covers interviews in the year to September 2017¹. Please note that this information is updated quarterly.</i></p> <p>The Force is 3.3 percentage points below the 60% target. Considering the trend in the long term, there appears to be a slight downward trend, however the change on the previous year's position (58.3%) is non-significant. The average for the Force's Most Similar Force group is 56.0% and Nottinghamshire is ranked in 4th place in this group of 8.</p>
1.4	Percentage reduction of people that been repeat victims within the previous	a) A reduction in the number of repeat victims ² of domestic violence compared to 2016-17	+15	●	<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</i></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
	12 months				<p>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.</p> <p>Of a total of 1,066 Domestic Abuse victims in the month of March, 366 had been a victim of one or more previous domestic abuse incidents or crimes in the 12 months prior (April 2017 – March 2018).</p> <p>This compares to a baseline monthly average for the 2016/17 year of 351 repeat victims per month, which equates to an increase of 4.3% in the month of March.</p> <p>As a proportion, 34.3% of DA victims in March were repeat victims, which is above the baseline average of 30.8%.</p>
		d) A reduction in the number of repeat victims of hate crime ³ compared to 2016-17	+4	●	<p>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 twelve months.</p> <p>Of a total of 185 hate crime victims in the month of March, 19 had been a victim of one or more hate crimes in the 12 months prior (April 2017 – March 2018).</p> <p>This compares to a baseline monthly average for the 2016/17 year of 15 repeat victims per month, which represents 4 more repeat hate crime victims in March compared to the baseline figure.</p> <p>As a proportion, 10.3% of hate crime victims in March were repeat victims. This figure is less than the baseline monthly average for</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
				2016/17 (11.5%).
		e) To monitor repeat victims of ASB incidents.	256	<p>There were 256 victims of ASB in March 2018 who had reported a previous incident or incidents in the 12 months prior.</p> <p>Overall ASB incidents reported to the Police have increased in March following a period of decrease; this is in line with expected (seasonal) levels. March (2,422), February (2,110) January (2,130), December (2,409) and November (2,597).</p> <p>As a proportion, repeat ASB accounts for 10.6% of all incidents in March.</p>
		f) To monitor the number of domestic abuse non-crimes and crimes and the proportion of which are repeats	1,366 crimes and non-crimes	<p>The Force recorded 1,366 domestic abuse crimes and non-crimes in March 2018.</p> <p>This financial year (April 2017 – March 2018) the Force recorded an average of 1,366 Domestic Abuse crimes and non-crimes per month, this is 9 fewer than the average monthly number of Domestic Abuse crimes and non-crimes recorded in the previous financial year (April 2016 – March 2017), where the Force recorded an average of 1,375 crimes and non-crimes 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	3,509 offences	<p>The Force has recorded 3,509 sexual offences this financial year. This equates to a 35.6% increase against the previous financial year (+921 more offences). Rape offences have seen an increase of 51.2% (+466 offences) this year, while other sexual offences increased by 27.1% (+455 offences).</p> <p>Following the National Crime Recording Standards (NCRS) audit,</p>

Strategic Priority Theme One: Protect, support and respond to victims, witnesses and vulnerable people

Measure		Objective / Target	Performance		Insight	
					the Force continues to record Sexual Offences at a higher level than previously. Comparisons to the early part of last year will demonstrate large percentage increases when compared to the new 'normal' levels the force are now recording.	
		b) To monitor satisfaction levels of victims of Domestic Abuse through the force victim surveys	92.4%		See measure 1.1 for details.	
		c) To monitor the number of Hate Crimes and the proportion of which are repeats	157 hate crimes 54 hate incidents			<p>There have been a total of 157 hate crimes in March. Over the same time period the Force has recorded 54 hate incidents, meaning that the overall total for March stands at 211 hate crimes/incidents.</p> <p>This financial year (April 2017 to March 2018) shows an increase of +7.4% (+155 hate crimes and incidents) when compared to the last financial year.</p> <p>There had been an increasing trend in hate crimes over the summer period which has now reduced to closer to the monthly averages seen last year.</p> <p>Last year the Force had an average of 111 hate crimes and 62 Hate Incidents per month. This year the Force received an average of 132 hate crimes and 54 hate incidents per month.</p>
			Proportion that are repeats		Please see measure 1.4d (above)	
1.6	The number of people Killed or Seriously Injured (KSIs) on Nottinghamshire's roads	a) 40% reduction in all KSI RTCs by 2020 (from 2005-09 average)	-33.5%		<p>Data is for calendar quarters one, two and three; January 2017 to December 2017. Next update due in May.</p> <p>Data for quarters one, two, three and four (1st January 2017 – 31st December 2017) shows a 33.5% reduction (231 fewer persons) in persons Killed or Seriously Injured (KSI) on Nottinghamshire's roads compared to the 2005-2009 baseline period.</p> <p>However a slight increase is apparent when comparing the current</p>	
		b) Monitor KSIs for 0-15 year olds	-55.5%			

Strategic Priority Theme One: Protect, support and respond to victims, witnesses and vulnerable people					
Measure		Objective / Target	Performance		Insight
					<p>year to the equivalent period of last year (+0.7% or 3 persons).</p> <p>All user groups are seeing a reduction in KSIs when compared to the baseline average.</p> <p>KSIs in the 0-15 age group have reduced by 55.5% (42 persons) compared to the 2005-2009 baseline. However a significant increase is apparent when comparing the current year to the equivalent period of last year (+26.9% or 7 persons).</p>
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	-40%	●	<p>Position Summary at the end of Quarter 4 2017/18.</p> <p>No people were presented to custody as a first place of safety in quarter four 2017. This compares to 1 person in the previous quarter and one person in the same quarter last year.</p> <p>This financial year a total of six people have been presented to custody as a first place of safety, this compares to 11 people in the last financial year. (-45.5% decrease)</p> <p>On average last 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> <p>Source: East Midlands Criminal Justice Service (EMCJS).</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	105 detainees		<p>Position Summary at the end of Quarter 4 2017/18.</p> <p>This financial year a total of 105 juveniles were remanded in custody. This is a 22.1% increase when compared to the previous financial year (86 juveniles remanded in custody in the previous financial year.)</p> <p>This increase has been noted and further research is being conducted by the East Midlands Criminal Justice Service (EMCJS) in an effort to understand the increase. There is currently no</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
			<p>documented knowledge to explain why there has been such an increase in the last financial year; the EMCJS are now reviewing dip tested individual cases to provide feedback.</p> <p>Source: East Midlands Criminal Justice Service (EMCJS).</p>
1.9	<p>Percentage of incidents responded to within the target time⁵</p>	<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 77.9%</p> <p>Grade 2 59.9%</p> <p>In terms of Grade 1 incidents, the Force attended 78.4% of Urban areas and 74.9% of Rural areas within the advised times this year, giving a total 77.9% for all Grade 1 incidents. Whilst 59.9% of Grade 2 incidents were attended within 60 minutes.</p> <p>On average, the Force attends Grade 1 incidents within the recommended times. The average attendance time for Grade 1 incidents has remained at around 14 minutes each month over the most recent 12 months.</p> <p>The average attendance time for Grade 2 incidents appears to have stabilised at 86 minutes. In the 4 months prior to January 2018, the average attendance time for Grade 2 was 89 minutes.</p> <p>The total number of incidents requiring either grade 1 or grade 2 attendance was slightly lower than the expected levels for the month of March.</p> <p>The total number of grade 1 and 2 incidents requiring attendance for the 17/18 financial year increased by approximately 4.8% (5,552 incidents) to the previous financial year. The percentage of incidents that were attended within target decreased by 2.9pp when compared to the previous financial year.</p>

Strategic Priority Theme Two: Improve the efficiency and effectiveness of the criminal justice process			
Measure	Objective / Target	Performance	Insight

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
2.2	Crown and Magistrates' Courts conviction rates	To record a conviction rate in line with the national average	CC -1.0pp		<p><i>This measure is reported quarterly. Data shown is Quarter 4 January to March 2018. Next update due in the July report.</i></p> <p>Quarter 4 figures provided by the East Midlands Criminal Justice Service (EMCJS) reveal that the Crown Court recorded a conviction rate of 79.4% across the region which is less than the national average of 79.8% and Nottinghamshire has the second highest rate in the East Midlands region with a rate of 78.8%.</p> <p>The Magistrates' Courts conviction rate for the region is 84% for the same period and is slightly less than the national average of 84.9%. Nottinghamshire has the highest conviction rate in the region with a rate of 85.7%.</p> <p>The use of the EMCJS FIT model to deliver improvements in the quality of files submitted by the police to the Crown Prosecution Service (CPS) continues.</p> <p>There has been an increase in the number of EMCJS FIT trained staff from 5 to 30 so that more files are able to be reviewed and quality checked on first submission by the officer. This has had clear operational benefits as it has reduced remedial work required by the officer, thus speeding up the criminal justice process.</p> <p>In addition to this, EMCJS have been facilitating 'drop in' sessions with operational officers to provide feedback on file quality.</p>
			MC +0.8pp		
2.3	Early Guilty Plea rate for the Crown and Magistrates' Courts	An increase in the Early Guilty Plea rate compared to 2016-17.	CC -2.6pp		<p><i>This measure is reported quarterly. Data shown is Quarter 4 January to March 2018. Next update due in the July report.</i></p> <p>The Guilty Plea at first hearing rate recorded in the Crown Court in Quarter 4 was 36% across the region, which is below the national average of 40.5%. Nottinghamshire currently has the lowest performance within the region; the yearend stocktake undertaken by the CPS has adversely affected the figures. The position for</p>
			MC +11.2pp		

Strategic Priority Theme Two: Improve the efficiency and effectiveness of the criminal justice process					
Measure		Objective / Target	Performance		Insight
		To be better than the national average	CC -9.5pp		<p>Nottinghamshire in March 2018 was 40% which was better than the national average at that point which was 39.3%.</p> <p>The Guilty Plea at first hearing rate recorded in the Magistrates' Court in Quarter 4 was 77.7% across the region, which is above the national average of 76.6%. Nottinghamshire's performance is currently the best in the region with a rate of 79%.</p>
			MC +2.4pp		

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 2016-17	+18.4%	●	<p>The last financial year has seen the Force record an +18.4% (+15,181 offences) increase in All Crime compared to the same period last year.</p> <p>Victim-Based crime has increased by 17.9% (13,061 offences) year-to-date. Other Crimes Against Society have increased by 22.3% (2,120 offences). The increase in Other Crimes Against Society is driven by a 34.9% increase in Public Order offences. Public Order offence volumes remain high following the NCRS audit, as a result of the daily incident checks now in place in force.</p> <p>Following the NCRS audit last year, the force has put in place new daily processes to maintain compliance with the national standards. This means that recorded crime volume remains at a higher level and this is expected to continue as the accepted new 'normal' level. The force is now recording around 2,000 offences more each month than this time last year.</p> <p>The most recently published national data (covering performance in the 12 months to September 2017) reveals that almost all forces in England and Wales are recording increases in crime. Nottinghamshire is recording an increase above both the national and regional average.</p> <p>At present, the local performance position is comparing a period of higher recording (following the change in process described above) to a lower period prior to this change, and as a result a large percentage increase is seen. Following two months of above-forecast volumes, the forecast has been recalculated to year-end. The revised forecast position suggests that the force will end the year with a 19% increase in recorded crime.</p>
		b) A reduction in Victim-Based	+17.9%	●	The overall volume of Victim-Based crime year-to-date has

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
		Crime compared to 2016-17		<p>increased by 13,061 offences compared to last year (+17.9%).</p> <p>Increases are apparent across most of the sub-categories within the Victim-Based crime group. Crime levels have remained consistent at approximately 7,000 crimes per month in the last 12 months which is the highest level seen in the last five years.</p> <p>Violence Against the Person (VAP) offences are responsible for a large proportion of the increase in overall Victim-Based crime. This is as a result of processes put in place to maintain compliance with the national standard; ensuring that the Force is responding to victims and putting in place the appropriate support, safeguarding and investigation.</p> <p>VAP has seen an 18.0% increase (4,019 offences) in the 12 months to March 2018 when compared to last year. Performance is driven by an increase in Stalking and Harassment which has increased by 42.8% (1,636 offences) and Violence without Injury, with a 19.1% increase (+1,454 offences).</p> <p>Sexual Offences have increased by 35.6% (+921 offences) over the same period.</p> <p>In the last financial year, the force has also recorded increases in Burglary (4.3% or 342 offences), Robbery (21.9% or 195 offences), Vehicle Offences (+34.5% or 2,433 offences), Theft (+17.9% or 3,782 offences) and Criminal Damage & Arson (+12.6% or 1,369 offences).</p> <p>Performance exceptions are monitored at the monthly Operational Performance Review meetings, with action to manage identified exceptions tasked from this meeting where appropriate.</p>
		c) To monitor the number of offences in those local areas which experience high		<p>The five areas of Nottingham City that have been identified as experiencing high levels of crime have recorded a total of 9,426</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
		levels of crime			<p>crimes this financial year. This represents a 13.3% (1,107 offences) increase in All Crime compared to last financial year.</p> <p>All five areas are recording an increase compared to last year, with these ranging from +1.7% on St Ann's (+25 offences) to +23.1% on Bridge (+282 offences). The percentage increase of 13.3% recorded over the five City areas is less than the increase of 18.1% over the same period for the City overall.</p> <p>The increase on the areas reflects the force level picture, with increases in Violence and Public Order driven by the NCRS audit activity.</p> <p>The County priority areas have recorded a total of 16,860 crimes this financial year, which equates to an 18.6% (2,642 offences) increase in All Crime compared to the last financial year. This is similar to the increase of 18.3% for the County area as a whole.</p> <p>All of the 19 county priority areas are recording an increase in crime compared to the last financial year. Hucknall East has had the largest percentage increase with 476 more crimes year-to-date which is a 77.0% increase. Stanton Hill recorded the second highest increase on the County this month with 80 more crimes, which is a 69.0% increase. These two areas have consistently been the top two priority areas with the largest percentage increase on the county for the past nine months.</p>
		<p>d) To reduce the levels of rural crime compared to 2016-17 and report on:</p> <p>1.1. Rural</p> <p>1.2. Urban</p>	+18.9%	●	<p>The Force has recorded 11,750 rural crimes this financial year, which is an increase of 1,870 offences (18.9%), compared to last financial year-to-date. This is similar to the overall All Crime performance for the force. Over the same period crime in urban areas has increased by 18.3% (13,186 additional offences).</p> <p>The average monthly volume last year was 823 rural crimes per month and so far this year the monthly average is 979.</p> <p>The rate of offences per 1,000 population in rural areas is 55.1</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>compared to 97.0 in urban areas. This is higher than the same period last year, 46.3 in rural areas and 82.0 in urban areas.</p> <p>Crime in rural towns and fringes has increased by 25.3% (+1,442 offences) this financial year, crime in rural villages has increased by 1.1% (+34 offences) and crime in rural hamlets and isolated dwellings has increased by 33.9% (+394 more offences).</p> <p>Rural areas recorded increases in Arson and Criminal Damage offences year-to-date with a 30.6% increase (+402 more offences). Other crime types are showing increases in line with the offences that were part of the NCRS audit (VAP/Sexual Offences/Public Order offences). The position is similar on the Urban areas with the crime types included in the NCRS audit showing increases.</p>
3.2	Reduction in Anti-Social Behaviour (ASB) incidents across the force	<p>A reduction in ASB incidents compared to 2016-17 and report on:</p> <ul style="list-style-type: none"> a) Personal b) Nuisance c) Environmental 	-3.3%	●	<p>Over the last financial year, the Force has recorded 33,313 ASB incidents. This compares to 34,465 incidents in the previous financial year (a reduction of 3.3% or -1,152 incidents).</p> <p>Both the City and County partnerships recorded a reduction in ASB incidents when compared to the previous financial year. The City partnership area recorded a reduction of 4.5%, with 721 fewer incidents. The County partnership recorded a reduction of 2.4% (-431 incidents).</p> <p>All categories of ASB have reduced this financial year when compared to the previous financial year. ASB Environmental has 107 fewer incidents (-4.6%), Personal has 581 fewer incidents (-10.9%) and Nuisance has 464 fewer incidents (-1.7%).</p> <p>Up to date national data for recorded ASB is not available, however the measure of 'ASB perception' in the Crime Survey for England & Wales provides an indication of local and national trends in respect of public perception of ASB. This data reveals a decreasing trend in public perception of ASB issues in their local area, both in Nottinghamshire and across England & Wales forces.</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
					This suggests that the reduction in recorded ASB in Nottinghamshire is reflective of a change in the incidence of ASB across the country.
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>	-3.3pp	●	<p>The Force has recorded 589 fewer positive outcomes for Victim-Based Crime financial year-to-date when compared to last financial year-to-date (last 12 months 11,845 and previous year 12,434). When looking at the positive outcome rate, (the number of positive outcomes divided by the overall number of crimes) the force is recording a positive outcome rate of 13.8% compared to 17.1% the previous year-to-date. This reduction in rate is largely influenced by the increase in recorded crimes over the last year.</p> <p>It is important to note that although the current outcome rate is lower than it has been in the past, performance for the volume of positive outcomes achieved has stabilised over the last 12 months. In addition, the reduction in positive outcome rate noted in Nottinghamshire is in line with the national trend, and the force continues to perform favourably in its Most Similar Forces group.</p>
		b) To monitor the proportion of Community Resolution disposals	12.6%		The Force recorded a total of 1,491 community resolutions for Victim-Based Crime in the 17/18 financial year, compared to 2,188 for the previous financial year. This equates to 12.6% of all Positive Outcomes over the same period.
		c) To monitor the positive outcome rate for All Crime	16.5%		The positive outcome rate for All Crime is 16.5% year-to-date compared to 20.0% 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 6,887 (7.1%) ASB 3,843 (11.5%)	<p>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 year-to-date (according to NICL qualifiers in Niche) was 6,887 which equates to 7.1% of all recorded crime, while alcohol-related incidents account for 11.5% of all ASB incidents (3,843 Incidents).</p> <p>The Niche webform update went live on the 5th December, it is now compulsory for recording officers to record whether alcohol is involved or not when recording a crime. Crime volumes and ASB incidents have remained stable, however the new webform appears to be driving an increase in the proportion marked as alcohol related.</p> <p>Previously the disparity between the crime survey figure and the local figure is attributed to the poor use of alcohol markers in the crime recording system, however due to the new webform it is now likely that this disparity will start to reduce. For example data for March 2018 suggests that the proportion of Alcohol-related crime accounts for 9.3% of all recorded crime which is much closer to the 13%-15% figure.</p>
	b) To monitor the proportion of alcohol-related violent crime	3,961 (15.0%)	The proportion of Alcohol-Related Violence in Nottinghamshire year-to-date is 15.0%. 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	1,756 crimes	There have been 1,756 Night-Time Economy VAP offences flagged on Niche as being alcohol-related year-to-date, which accounts for 55.3% of all Night-Time Economy VAP. Last year the average monthly figure was 141 and this year the average monthly figure is 146.

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 2016-17	-42.0pp	●	<p>The Force recorded 72 fewer Confiscation and Forfeiture Orders compared to last year-to-date; this equates to a reduction of 32.0%, placing the Force 42.0 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, based on information and advice provided by 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>
5.2	Force Threat, Harm and Risk (THR) assessment level	To reduce the Threat, Harm and Risk assessment below the 2015-16 level			<p><i>Intelligence Threat Assessment of Organised Crime: Position Summary at the end of Quarter 4 2017/18.</i></p> <p>All mapped active Organised Crime Groups (OCGs) are recorded on the national OCGM database. The threat posed by an OCG is assessed in terms of its criminal intent and capability.</p> <p>The known threat from Organised Crime in Nottinghamshire has increased by 2.6% in the last quarter*.</p> <p>The increased threat in this quarter can be attributed to the identification and mapping of two new OCGs. One of these groups is a high risk foreign national OCG involved in trafficking, modern slavery and the sexual exploitation of females for the purposes of prostitution.</p> <p>Identifying and mitigating known and unknown organised criminality remains a considerable threat to the police. In a challenging financial climate that continues to see investigative, proactive intelligence development and analytical resources reduced, this threat is exacerbated by the emergence of increasingly complex and/or international OCGs involved in human</p>

Strategic Priority Theme Five: Reduce the threat from organised crime				
Measure	Objective / Target	Performance	Insight	
			<p>trafficking & modern slavery (HTMS), cyber enabled fraud, child sexual exploitation & abuse (CSEA), etc. The majority of Nottinghamshire OCGs continue to be involved in drug supply and serious violence.</p> <p>* This measure is based upon the last 12 months data compared with the preceding 12 month period up to the end of the previous quarter. (The Organised Crime threat measure is derived from the combined monthly Intent and Capability scores for all mapped active OCGs in Nottinghamshire). Note: Due to a national embargo on the archiving of OCGs that remained in place until January 2016, data prior to April 2016 has been deemed unsuitable for use with this threat measure.</p>	
5.3	Reported drug offences	To monitor the number of production and supply drug offences	679 offences	<p>There have been a total of 679 production and supply drug offences so far this year-to-date, which represents a decrease of 9 offences when compared to last year. The number of supply offences has decreased by 4 offence, while production offences reduced by 13.</p>
5.4	The number of Cyber Crimes	To monitor the number of Cyber Crimes in 2016-17		<p><i>This measure is reported quarterly. Data shown is Quarter 4 January to March 2018. Next update due in the July report.</i></p> <p>In the final quarter of 2017/18 the Force recorded 862 online crimes⁶. This equates to 3.6% of all recorded crime⁷.</p> <p>The majority of offences (52.4% or 452 offences) are harassment/malicious communication offences, with 380 of these offences occurring via social media. There are also a number of offences in the Miscellaneous Crimes Against Society category which relate to the obscene publications act.</p> <p>In total, of the 862 online crimes recorded in the second quarter,</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 Five: Reduce the threat from organised crime			
Measure	Objective / Target	Performance	Insight
			75.5% (651 offences) involved social media.

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><i>This measure is reported quarterly. Data shown is Quarter 4 January to March 2018. Next update due in the July report.</i></p> <p>Data from the Integrated Offender Management (IOM) Team Tracking Tool reveals that 315 nominals have entered the system since January 2016. Of these, 83 (25.2%) have since exited the programme.</p> <p>The average entry score for all nominals who have entered the programme since January 2016 is 363.4, while the average exit score is 82.5. This reveals a reduction in risk score of -281.0 (-77.3% lower than the entry score).</p> <p>59 nominals have exited with a risk score of less than fifty and 11 of these have exited with a risk score of zero.</p> <p>In October 2017, the force commenced with a domestic abuse cohort. To date 71 nominals have been entered in to this cohort with an average entry score of 239, and an average PPIT score of 10.6⁸. Since October, 22 of these nominals have exited the domestic abuse cohort. The average PPIT entry score for these nominals was 9 and the average PPIT score on exiting the domestic abuse cohort was 5.2, which equates to a reduction of 42%.</p>

⁸ PPIT (Priority Perpetrator Identification Tool) is a nationally recognised approach to identify serial perpetrators of domestic abuse based on a number of criteria. Scores range between 0 and 22. A serial perpetrator will have multiple victims, rather than a repeat perpetrator where offences are committed against the same victim.

Strategic Priority Theme Six: Prevention, early intervention and reduction in re-offending			
Measure	Objective / Target	Performance	Insight
6.2	Youth Offender re-offending rates	To monitor re-offending rates and offending levels of Youth Offenders in the Youth Justice System (YJS)	<p>Data shown is March 2016 – February 2016. Next update due in the May report.</p> <p>Data from the Youth Offending Team (YOT) for the City shows that 27.2% of youth offenders (88) within the cohort have re-offended in the last 12 months.</p> <p>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 2016 – Feb 2011 cohort of 324 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	<p>145</p> <p>Based on the date detected, in March 2018 a total of 145 positive outcomes have been issued to youth offenders who had previously received a community resolution in the 2 year period from April 2016- March 2018.</p> <p>2,066 youth offenders were dealt with by way of community resolution in the 2 year period 2016-18. This equates to a monthly reoffending rate of 7.0% for March 2018 against 2 cohorts of a total 2,066 youth offenders.</p> <p>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 £5.5m saving by March 2018			<p>Latest position statement – March 2018.</p> <p>Currently we are in the midst of the year end close down and do not anticipate any deviation from the expected contribution back to the OPCC MTFP reserve. This is in line with what has been forecasted and agreed meaning we are on course to meet our financial objectives for 2017/18 whilst maintaining the levels of planned recruitment throughout the organisation, putting us in a solid position to continue this forward for future years. The Medium Term Financial Plan incorporates the information received about the funding settlement and from the latest Police and Crime Panel whilst closely liaising with the OPCC to ensure we have a robust and strategic view that enables Nottinghamshire Police to deliver the most effective service it can.</p>
7.2	Total number of days lost to sickness	a) 3.7% for officers (8.2 days)	4.9% (Officers)	●	<p>Data is to the end of March 2018.</p> <p>The latest rolling 12 month (April 2017 to March 2018) sickness data for the Force reveals that officer sickness is 4.9% against the target of 3.7%. This equates to 10.9 days lost to sickness versus the target of 8.2 days.</p> <p>For the same period, staff sickness was 4.6% against the target of 3.7%. This equates to 10.1 days lost to sickness versus the target of 8.2 days. Staff sickness rates have started to increase following a period of decrease over the last few months with January being very high compared to previous months.</p>
		b) 3.7% for staff (8.2 days)	4.6% (Staff)	●	
7.3	BME representation	Increase BME representation within the Force to reflect the BME community	5.2%	●	<p>March data shows that BME headcount (excluding those officers and staff seconded out of force) is at 4.6% for Police Officers, 5.2% for Police Staff and 10.9% for Police Specials. This is below the 11.2% for Nottinghamshire resident population (2011 Census).</p>
7.4	Improve data quality and Compliance with national recording standards.	Compliance rate with national recording standard in respect of All Crime.			<p>This measure is reported quarterly. Data shown is Quarter 4 April to March 2018.</p>

Strategic Priority Theme Seven: Spending your money wisely			
Measure	Objective / Target	Performance	Insight
			<p>The HMICFRS will be conducting an inspection of the force's crime data integrity commencing on 30th April 2018. Nine HMIC auditors together with an independent Force Crime Registrar peer reviewer will conduct an initial audit of approximately 2100 incidents which will include listening to all respective call recordings. The sample is made up of 765 VAP related incidents, including Domestic Incidents, 50 Rape incidents, 444 Sexual Offences incidents and 837 Other crime related incident types (Burglary, Robbery, Damage, Theft and so on.) Dip testing of directly reported (i.e. other than via the contact centre) Adult and Child protection reports, Modern Slavery, N100 reported incident of rape / Attempt rape will also take place in addition to cancellation/transfers of Rape, Sexual Offences, VAP and Robberies. The audit part of the inspection should be completed by Friday 11th May 2018, depending on what the auditors find. Audits have gone into a third week in a number of other force areas. A two week reconciliation of audit results will then follow with field testing commencing on 28th May 2018. The field work is anticipated to last 4 – 5 days.</p> <p>The latest NCRS Compliance audit conducted by the Force Crime Registrar (FCR) revealed an overall compliance level of 93.8%. Overall compliance for the year to date is at 95.3%. It must be noted, however, that due to capacity issues the sample sizes are not statistically significant and therefore confidence levels in the results cannot be measured. Nevertheless the audits being conducted are sufficient to identify general areas of non-compliance and risk. Furthermore the audit does not include listening to calls – incidents are assessed based on the information recorded by call handlers. This is therefore a potential area of attrition i.e. not all relevant details from an NCRS perspective are transposed into the incident log, which is something the HMIC have discovered in a number of their force inspections conducted to date.</p> <p>Recruitment into the NCRS Compliance Team has now been</p>

Strategic Priority Theme Seven: Spending your money wisely			
Measure	Objective / Target	Performance	Insight
			completed. As part of the force restructure the team are now part of Contact Management. The team will be working alongside the CRIM, going fully live with real time incident reviewing and criming very soon.
7.5	Manage Demand for Service with partners	Monitor the number of: a) Total Calls received at Control Room	49,277 The Force received 49,227 calls to the control room in March 2018. Performance year for the 17/18 financial year suggests an increase in the total number of calls to the control room of approximately 1.7% (+10,577 calls).
		b) 999 calls per 100k Population	1,292 Of the calls to the control room, a total of 14,098 were 999 calls which is approximately 500 calls below the anticipated level (average 14,562 calls anticipated in March). This equates to 1,292 calls per 100k population. The total number of 999 calls for this financial year has decreased by approximately 1.6% (-2,904 fewer calls) when compared to the previous financial year.

For Information	
Public	
Report to:	Strategic Resources & Performance
Date of Meeting:	24th May 2018
Report of:	Mark Kimberley – CFO
Report Author:	Tracey Morris
E-mail:	Tracey.morris@nottinghamshire.pnn.police.uk
Other Contacts:	Charlotte Radford
Agenda Item:	10

Capital Report for year ending 2017/18

1. Purpose of the Report

- 1.1 The purpose of this report is to provide an update on the final financial outturn position for capital as at 31st March 2018.

2. Recommendations

2.1 Recommendation

It is recommended that the Police and Crime Commissioner (PCC) approves the capital virements to the gross value of £2,169k; slippage to the value of £6,915k; underspends of £2,295k; as set out in Appendix A.

2.2 Background

The capital budget for 2017/18 was £13,246k. This is calculated as slippage from 2016/17 of £6,012k and new allocations in 2017/18 of £7,234k.

Project leads and budget holders have in conjunction with finance staff reviewed the projects in respect of the year end position and the need to carry forward schemes. At the end of the 2017/18 financial year the outturn can be summarised as follows:

Capital Projects Year End Data

Area	2017/18 Budget £'000	Out-Turn £'000	Underspend £'000	Planned cf £'000
Assets	4,130	602	675	2,853
Information Services	5,189	701	932	3,556
Other	3,927	2,734	688	505
Total	13,246	4,037	2,295	6,915

Details of individual projects can be found at appendix A.

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 2017/18 and also to comply with good financial management and Financial Regulations.

4. Summary of Key Points

4.1 Assets

34 separate projects, 4 of which were merged into other projects via virements as the projects were of a similar nature, 2 projects carried minor balances from 2016/17 that required completion through accruals. 15 Projects were completed during the year requiring no further action and 13 projects are being carried forward into 2018/19 with a total slippage value of £2,853k. A list by project is shown at appendix A. Significant projects are detailed below.

New custody suite: The largest and most significant of these projects is the new custody suite which has a slippage value of £1,285k; this was for the purchase of the land and associated searches and legal fees which are near completion. This is part of a multi-year scheme with significant expenditure expected also in 2018/19 and 2019/20.

Building management system: This project is to replace boilers and building management systems at 9 sites, the survey work was completed during 2017/18 and contracts have now been signed and work has started on replacing the boilers. The project had slippage of £312k in 2017/18 this added to the scheme budget of £2,300k in 2018/19 provides a total budget of £2,612k which will be sufficient to complete the works.

Hucknall EMAS: This project is to provide an extension to the existing EMAS building to accommodate neighbourhood and response officers. Ultimately once training have been relocated this project will enable the sale of both Hucknall police station and Watnall training building. The project had slippage of £205k this added to the additional scheme budget of £500k in 2018/19 provides a total budget of £705k, the tendering process will start in May and anticipated building works completed by August 2018.

Automatic gates and barriers: This project is two-fold, phase one is to access the current state of gates and barriers across the force and phase two is to replace those that require it. The project was delayed in 2017/18 and so the full budget of £200k is being slipped into 2018/19. It is anticipated that a consultant will be procured by August to complete phase one, with phase two being completed by the end of the financial year.

New perimeter fence: This project is to establish the perimeter fence requirement for FHQ in light of recent heightened risk levels to the organisation. £160k budget was allocated, but was not spent during 2017/18 and so the full budget is being slipped into 2018/19. It is anticipated that a final decision on

requirements will be reached by June, design works and tendering will then commence with the works completing in January 2019.

Works at Mansfield: These two projects incurred minor expenditure during 2017/18 on consultancy and survey works, the majority of the budget £146k and £130k is being slipped into 2018/19 and combined into one project. The project will aim to free accommodation within Mansfield police station to relocate staff from Holmes House as well as refurbishing the tea points and showers as necessary. The merging of the two projects during 2018/19 will enable all building works to be undertaken in one process causing less disruption.

Bunkered fuel tank works: There have been several papers distributed on this project throughout the year, decisions have now been made to re-line the fuel tanks at FHQ, Alder and Allen will commence this work during Q1 of 2018/19. Approval has also been given to decommission fuel tanks that the force will no longer require and to upgrade fuel gauges where necessary as we join forces with the fire service to use their fuel depots in the future. £125k has been slipped into 2018/19 giving an underspend of £100k as this will be sufficient to complete the works due to partnership activity with the Fire Service.

New control room build: Money was vired from projects for a replacement gym and lockers for FHQ with an initial budget of £125k into the priority of a replacement control room build. Additional parking is required on the HQ site as the number of staff employed have increased as the estate is rationalised. Therefore the purchase of the upper country park car park was agreed during 2017/18 with the majority of the budget £115k slipping into 2018/19, this will be used to pay the balance on the car park and to start survey work on the new build.

4.2 Information Services

29 separate projects, 8 of which were merged into other projects via virements as the projects were of a similar nature. 6 Projects were completed during the year requiring no further action and 15 projects are being carried forward into 2018/19 with a total slippage value of £3,556k. A list by project is shown at appendix A. Significant projects are detailed below.

ESN: A national initiative to replace the existing airwave services, ultimately this new service should save the force some significant annual revenue costs when the project is complete, in the meantime, the project is experiencing significant delay which results in the project incurring continuous slippage. There are still no plans in place as to what the force is likely to purchase and the associated costs and time frame for spending. The slippage into 2018/19 is £750k.

Storage: A Large capacity scalable archive tier storage solution around 700TB available at 2 separate sites to give resilience and comply with forces disaster recovery objectives. The project incurred some spend during 2017/18 on nimble storage the balance of £575k has been slipped into 2018/19, contracts

have been awarded to two companies and the works should be completed during Q1.

Technology services refresh and upgrades: IS decided not to pursue the purchase of workstations during 2017/18 due to the scope of the Agile project and the resource implications. IS requested the budget to be slipped into 2018/19 anticipating a requirement to purchase replacement workstations and DDR equipment. The slippage is £460k.

ANPR: This project is required to upgrade and increase the number of ANPR cameras the force deploys across the county area, work is slow to progress on this project due to necessary research into where cameras should be placed and then to establish if this was physically possible. A plan is expected within the next month to confirm spending profile for 2018/19. The slippage is £401k, which will be added to the new allocation of budget for 2018/19, making a new budget of £701k.

Upgrade control room SICCS workstation: Some work to the cortex 7 upgrade were completed during the year, however there are two capabilities yet to deliver from this capital project; CCTV to the SICCS workstations and the delivery of footage through ESN. Resources haven't been available to deliver CCTV to the SICCS. The requirements for the ESN part of this have still not been clarified nationally. Until it is understood what the requirements are, we are not able to estimate a cost and a timescale. The slippage is £312k.

Mobile data platform: IS are engaged in ongoing discussions regarding Optik and how or if the force should maintain the existing solution or seek an alternative. It is anticipated that whichever decision is made there is likely to be some investment required. No progress was made during 2017/18 and so the full budget of £239k has been slipped into 2018/19.

Share-point portal (Intranet): Project to replace and upgrade the forces intranet, the project started slowly during 2017/18 whilst scoping took place, contracts are now in place to deliver the project by the end of Q1. The slippage is £160k.

Confidential network hardware refresh: This project is to refresh the infrastructure (network, storage and servers) which provide the confidential network and to make it fit for purpose for future use and development. This will require new gateway devices, new firewalls and new server and storage infrastructure. No progress was made during 2017/18 and so the full budget of £160k has been slipped into 2018/19.

Telephony project: This project started prior to the approval of the Home Office Transformation grant for the tri-force to combine IT services, at that time our local project was put on hold as the intention was to develop the project as part of a three force collaboration, the transformation project has now come to an end and the force is left with some local work to complete. The slippage is £134k and the work is expected to complete during Q1.

Regional LAN desk merger: The IS portal, where faults and requests for equipment are logged was planned to be developed to include a regional change portal, the project was put on hold pending the work streams of the tri-force transformation programme, now that that project has come to an end Nottinghamshire need to complete this piece of work on a reduced programme. £100k has been slipped into 2018/19.

4.3 Other Projects

7 separate projects, 4 Projects were completed during the year requiring no further action and 3 projects are being carried forward into 2018/19 with a total slippage value of £505k. A list by project is shown at appendix A. Significant projects are detailed below.

Tri-force strategic transformation project: An extremely complicated and difficult project to manage over the last 2 financial years involving some 13 individual work streams across 3 forces each designed to enhance a single way of working across those areas. This project has now come to an end some work streams have achieved a partial success. Due to the nature of this project, inconsistencies in project leads and procurement experience a value of £300k has been slipped into 2018/19 as a provision for local completion of activities.

Northern property store increased storage capability: This project was set up to increase racking at Phoenix House to accommodate the archive storage capacity currently undertaken by Iron Mountain. The project is currently awaiting analysis of data held in Iron Mountain by the Information Security Team. No progress was made during 2017/18 and so the full budget of £200k has been slipped into 2018/19.

4.4 Capital financing

Capital outturn for the year is £4,037k, which has been financed through capital grant receipts of £2,794k, the majority of these are from the Home Office transformation grants; borrowing of £993k and a voluntary revenue provision £250k.

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. Appendix A – Capital Report to March 2018

APPENDIX A

2017/18 Capital Projects

	2016/17 Slippage	2017/18 New Budget	2017/18 Approved Budget	2017/18 Virements	2017/18 Revised Budget	2017/18 Outturn	2017/18 Requested Slippage	2017/18 Under/Over spend
	£000	£000	£000	£000	£000	£000	£000	£000
Estates Projects								
CB - Custody Improvements	6	170	176	(176)	0	0	0	0
CB - CCTV (Non Custody)	3	0	3	0	3	3	0	0
CB - FHQ Kennel Fencing	86	0	86	0	86	68	0	18
CB - Access Control Imp Works	157	0	157	0	157	89	0	68
CB - Bridewell Major Refurbishment	588	0	588	(588)	0	0	0	0
CB - Radford Rd, Kitchen, Toilet & Tea Room	0	0	0	0	0	(3)	0	3
CB - Biomass Boilers	0	0	0	0	0	(10)	0	10
CB - Oxclose Lane Refurbishment	82	0	82	30	112	110	0	2
CB - Cyber Crime/Digital Investigation Unit	8	0	8	0	8	0	0	8
CB - Watnall Road Response Hub	20	0	20	0	20	6	0	14
CB - West Bridgford Police Station 1st Floor Refurb	290	0	290	0	290	80	0	210
CB - Radford Rd Lift	14	0	14	(14)	0	0	0	0
CB - FHQ External Street Lighting	30	0	30	(14)	17	5	0	11
CB - Carlton EMAS community station	11	0	11	0	11	4	0	7
CB - Eastwood Replacement	4	0	4	14	18	12	0	5
CB - Kirkby Shared Service Hub	11	0	11	0	11	0	0	11
CB - Building Management System (BMS)	348	50	398	0	398	86	312	0
CB - Bridewell New Build	0	162	162	1,143	1,305	20	1,285	0
CB - Automatic Gates/Barriers Various	200	0	200	0	200	0	200	0
CB - Bunkered Fuel Tank Works	225	0	225	0	225	0	125	100
CB - Mansfield Lift Replacement	55	0	55	29	84	11	73	0
CB - Mansfield Create open plan space	700	0	700	(570)	130	0	130	0
CB - Southern Public Protection Refurb	30	0	30	(30)	0	0	0	0
CB - FHQ New Control Room	0	125	125	0	125	10	115	0
CB - FHQ New perimeter fence - Enhanced metal	0	160	160	0	160	0	160	0
CB - FHQ new surfacing for drivelpaths	0	25	25	(9)	16	8	0	8
CB - Hucknall EMAS - Extension	0	235	235	0	235	30	205	0
CB - Mansfield replace tea points and showers on	0	150	150	0	150	4	146	0
CB - Fire Alarm panel replacements	0	45	45	0	45	0	45	0
CB - Fixed Electrical Works	0	30	30	0	30	0	30	0
CB - Generator and associated replacements	0	20	20	9	29	29	0	0
CB - Bridewell Custody Improvements - Retention	0	25	25	176	201	3	0	198
* CB - Jubilee House	0	65	65	0	65	37	28	0
	2,868	1,262	4,130	0	4,130	602	2,853	675

	2016/17 Slippage	2017/18 New Budget	2017/18 Approved Budget	2017/18 Virements	2017/18 Revised Budget	2017/18 Outturn	2017/18 Requested Slippage	2017/18 Under/Over spend
	£000	£000	£000	£000	£000	£000	£000	£000
Information Services Projects								
CIT - Telephony Project	255	0	255	0	255	121	134	0
CIT - Improvements Digital Investigation Storage (DIE)	104	0	104	(104)	0	(0)	0	0
CIT - Regional Lan Desk Merger	450	0	450	0	450	0	100	350
CIT - Local Perimeter Security Enhance	13	0	13	26	39	0	39	0
CIT - Storage Solutions	77	0	77	(77)	0	0	0	0
CIT - Regional Anpr Solution For East Mids	99	0	99	(99)	0	0	0	0
CIT - Exchange 2010	5	0	5	0	5	0	0	5
CIT - Mobile Data Platform	239	0	239	0	239	0	239	0
CIT - Network Infrastructure Improvements	248	0	248	0	248	120	0	128
CIT - Private Cloud Expansion	0	80	80	(80)	0	0	0	0
CIT - virtual desktop infrastructure	173	0	173	0	173	92	50	31
CIT - Intrusion - monitor & health software	26	0	26	(26)	0	0	0	0
CIT - Upgrade audio visual equipment	41	0	41	0	41	0	41	0
CIT - upgrade control room SICCS workstations	470	0	470	0	470	158	312	0
CIT - System Centre Operation Manager (SCOM)	70	0	70	0	70	0	60	10
CIT - Sharepoint Portal (intranet)	200	50	250	0	250	18	160	72
CIT - regional agile working	39	0	39	0	39	(87)	0	126
CIT - digital investigation unit equipment	13	0	13	(13)	0	0	0	0
CIT - ANPR Camera Replacement	0	100	100	(100)	0	0	0	0
CIT - ANPR Project	202	0	202	199	401	0	401	0
CIT - Sourceone centera hardware replacement	0	60	60	(45)	15	15	0	0
CIT - Confidential Network Hardware Refresh	0	160	160	0	160	0	160	0
CIT - ESN	0	830	830	0	830	80	750	0
CIT - IVR Replacement (auto attender)	0	50	50	0	50	50	0	0
CIT - Juniper gateway replacement	0	160	160	0	160	0	75	85
CIT - Laptops for CID	0	225	225	(225)	0	0	0	0
CIT - Storage	0	250	250	450	700	44	575	80
CIT - Team Foundation Server & Visual Studio Upgr	0	30	30	0	30	0	0	30
CIT - Technology Services Refresh and Upgrades	0	470	470	95	565	90	460	14
	2,724	2,465	5,189	0	5,189	701	3,556	932

	2016/17 Slippage	2017/18 New Budget	2017/18 Approved Budget	2017/18 Virements	2017/18 Revised Budget	2017/18 Outturn	2017/18 Requested Slippage	2017/18 Under/Over spend
	£000	£000	£000	£000	£000	£000	£000	£000
Other Projects								
CO - Non-Slot Vehicle Replacement	0	507	507	0	507	502	5	0
CO - Evidence Storage A&E	54	0	54	0	54	53	0	1
CO - Taser Deployment	86	0	86	0	86	86	0	(0)
CO - Tri-Force Collaboration	0	2,998	2,998	0	2,998	2,038	300	660
CO - Firearms cabinets & access storage	80	0	80	0	80	54	0	26
CO - Northern Property Store Increased Storage	200	0	200	0	200	0	200	0
CO - Networked locks for 34 cash & drugs safes	0	2	2	0	2	0	0	2
	420	3,507	3,927	0	3,927	2,734	505	688
TOTAL PROGRAMME	6,012	7,234	13,246	0	13,246	4,037	6,915	2,295

Note: * Jubilee House budget was approved 27th February 2017, but was omitted from the published 4 year capital programme.

For Information	
Public	
Report to:	Strategic Resources & Performance
Date of Meeting:	24th May 2018
Report of:	Mark Kimberley – CFO
Report Author:	David Machin
E-mail:	David.Machin10991@Nottinghamshire.pnn.police.uk
Other Contacts:	
Agenda Item:	11

Provisional Outturn Report for 2017/18

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 2018.

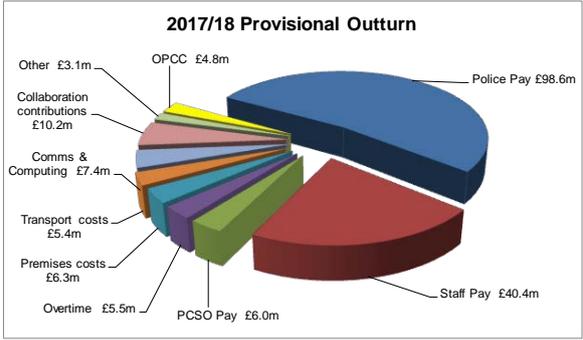
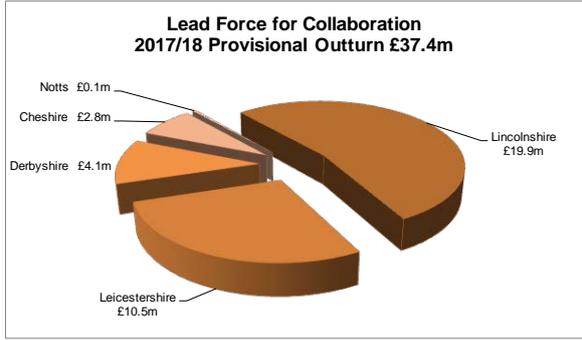
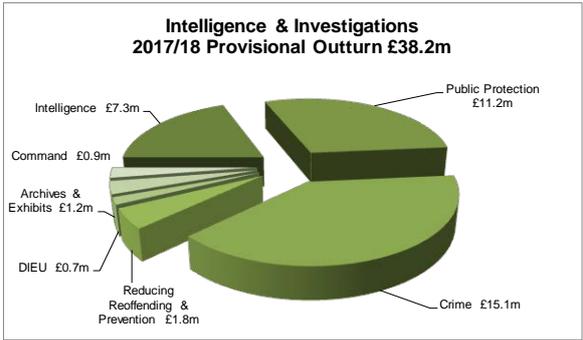
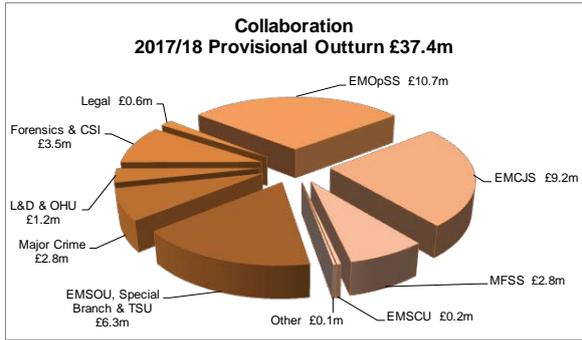
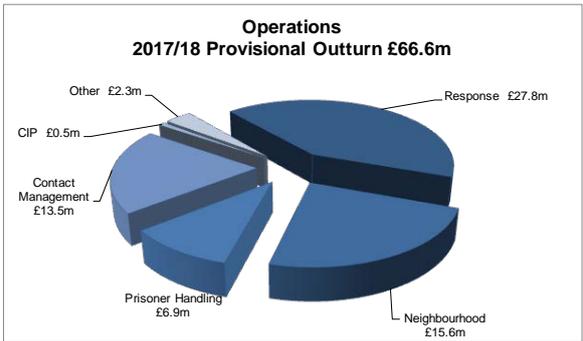
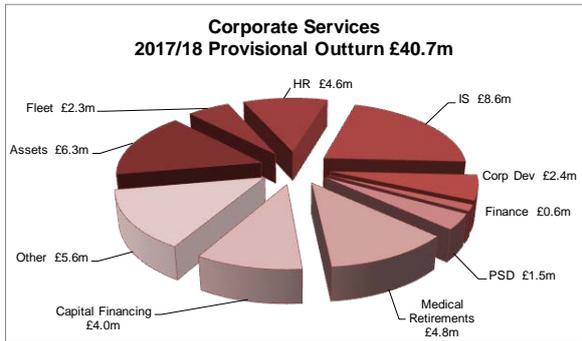
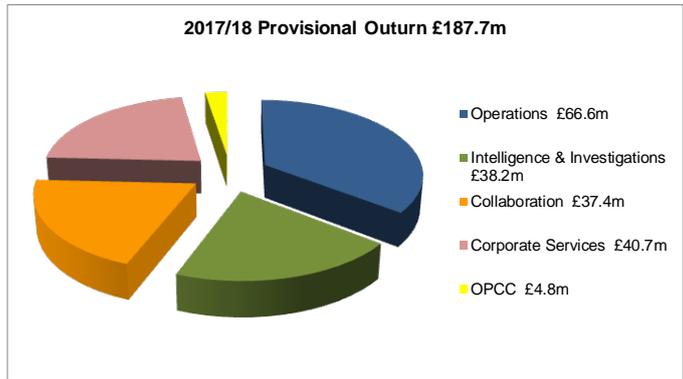
2. Recommendations

- 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	Variance to Budget £'000
Force	185,347	182,920	(2,428)
OPCC	4,758	4,758	-
	190,105	187,678	(2,428)

- 2.2 It is recommended that the Commissioner approves the transfer to a new IT Investment & Replacement Fund £250k and £2,174 to the Medium Term Financial Plan (MTFP) reserve, being £2,428k in total, from the above underspend.

Analysis of the 2017/18 Outturn



3. Reasons for Recommendations

3.1 To update the Office of the PCC on the Force's budgetary position for 2017/18 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 £182,920k which is an underspend of £2,428k against the original budget, and £228k lower than reported at the end of February 2018. Year on year the Force expenditure has reduced by £1,508k or 0.8% from £184,428k

This is an excellent performance in a year which included an efficiency programme of £1,250k, as well as £5.5m in employee efficiencies, to achieve a balanced budget. It is recommended that this underspend is to be transferred to the reserves as a contribution to repay the reserves that were required to offset the overspend for the financial year ended 31st March 2016, as well as £250k towards the creation of an IT Investment and Replacement Fund. Appendix A provides a more detailed position.

The provisional outturn for the OPCC is £4,758k which is as per the original budget. Actual spend in the year was £3,738k and a transfer of £1,020k was made to 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 Provisional Total
2017/18 Budget Variance Analysis**

	Original Budget £k	Allocation of Efficiencies £k	Revised Budget £k	Actual £k	Variance £k	Note
Pay & allowances						4.2
Officer	97,829	-	97,829	98,605	776	
Staff	40,394	-	40,394	41,208	814	
PCSO	6,665	-	6,665	5,985	(681)	
	144,889	-	144,889	145,798	909	
Overtime						4.3
Officer	3,213	-	3,213	4,856	1,643	
Staff	611	-	611	628	17	
PCSO	35	-	35	44	9	
Police staff overtime	3,860	-	3,860	5,528	1,669	
Other employee expenses	1,683	-	1,683	2,150	467	4.4
Medical retirements	4,918	(500)	4,418	4,785	367	4.5
	155,349	(500)	154,849	158,261	3,412	
Other operating expenses						
Property related	6,012	-	6,012	6,317	304	4.6
Transport	5,658	-	5,658	5,457	(201)	4.7
Communications & computing	8,162	(200)	7,962	7,428	(535)	4.8
Clothing & uniforms	482	-	482	646	164	4.9
Other supplies & services	8,789	(250)	8,539	9,696	1,157	4.10
Custody costs & police doctor	1,326	-	1,326	1,317	(9)	
Forensic & investigative costs	2,231	-	2,231	2,075	(155)	4.11
Partnership payments	2,187	-	2,187	4,727	2,540	4.12
Collaboration contributions	9,797	-	9,797	10,204	407	4.13
Capital financing	4,831	(300)	4,531	4,026	(505)	4.14
Total expenditure	204,825	(1,250)	203,575	210,154	6,579	
Income						4.15
Seconded officers & staff income	(3,499)	-	(3,499)	(3,444)	55	
Externally funded projects income	(3,579)	-	(3,579)	(5,009)	(1,431)	
PFI grant	(1,858)	-	(1,858)	(1,858)	(0)	
OPCC	(1,319)	-	(1,319)	(621)	697	
EMSCU	(680)	-	(680)	(839)	(159)	
Investment interest	(64)	-	(64)	(104)	(40)	
Other	(2,471)	-	(2,471)	(10,601)	(8,129)	
	(13,470)	-	(13,470)	(22,476)	(9,007)	
Efficiencies						
Procurement	(250)	250	-	-	-	
Medical retirements	(500)	500	-	-	-	
Tri-Force	(200)	200	-	-	-	
Capital financing	(300)	300	-	-	-	
	(1,250)	1,250	-	-	-	
	190,105	-	190,105	187,678	(2,428)	

4.2 Pay & allowances

Police officer pay was £98,605k for the year which was an overspend of £776k against the budget, but a year on year reduction of £2,476k or 2.4%. This overspend was largely due to the decision to accelerate recruitment in line with

the 1,940 police officer model which saw 197 new officers starting during the year and 25 transferees. These additional cost were undertaken knowing that a decision to not employ 80 new PIO's had been agreed by the Chief Constable.

There was additional costs for the unbudgeted non-consolidated 1% bonus agreed as part of the September 2017 pay award and the decision to change the starting salary for new recruits to the next scale point.

This has been partly offset by natural leavers which averaged around 7.5 FTE's per month compared to the budget assumption of 4.5 FTE's; and the continuation of officers who have reached their 30 years' service leaving.

The budget assumed a closing position at the end of March 2018 of 1,788 FTE's (including 22 externally funded and 47 seconded FTE's), whereas at actual closing position was 1,908 FTE's (including 20 externally funded and 38 seconded FTE's) which was 120 FTE's above the original budget.

Police staff and PCSO pay combined pay was £47,193k for the year, which was an overspend of £133k against the budget; and £2,332k or 5.2% higher than last year. This was largely due to the transfer of agency staff from capital for the Tri-Force project of £1,548k, for which grant income was agreed to fund this as part of the Transformation Grant spending decisions.

A provision of £452k for the likely 2017-18 pay award was made, this effectively provides for a 2% increase as opposed to the budgeted increase of 1%.

After adjusting for these items there was an underspend of £1,867k against the budget which was mainly due to the timing of PCSO leavers from natural wastage and those transferring to become police officers; hold on vacancies; and the decision to use the budget for the planned PIO recruitment to fund the additional police officers.

During the year 52 new PCSO's were recruited, and at the end of March 2018 there was 184 FTE's which was 16 FTE's less than budgeted. Police staff at the end of March 2018 was 1,154 FTE's (including 71 externally funded and seconded FTE's) which was 22 FTE's below budget.

Additional savings have been realised through Bear Scotland payments of £41k against the original budget of £369k for the Force.

4.3 Overtime

Overtime was £5,528k for the year, which was an overspend of £1,669k against the budget; and an increase of £765k or 16.0% on last year. This is largely due to £146k for externally funded and seconded officers/staff which is offset within income; EMOpSS at £618k, which is partly offset within income from the ARV uplift fund; custody for both officers and detention officers due to running below establishment of £256k; EMSOU of £121k; and I&I at £181k; providing mutual aid assistance which is offset within income; and various operational demands.

4.4 Other employee costs

Other employee costs was £2,150k for the year, which was an overspend of £467k against the budget. This is mainly due to additional training and recruitment costs associated with the additional unbudgeted police officer recruits.

4.5 Medical retirements

Medical retirement costs was £4,785 for the year, which was an overspend of £367k against the budget. This is mainly due to an efficiency target in the budget of £500k which was not achieved, although overall efficiency targets were exceeded due to additional savings/reductions in other areas.

4.6 Premises costs

Premises costs was £6,317k for the year, which was an overspend of £304k against the budget. This was mainly due to spend on repairs and maintenance of £382k; grounds maintenance of £61k where we have had additional costs due for gritting to the snow; a charge from Gleeds for fees in respect of the proposed new build at FHQ which is not budgeted for; additional waste disposal costs from the closure of stations.

This was partly offset by savings on utilities due to the release of accruals from 2016/17 where actual bills were lower than estimations and costs being below budgeted inflation.

4.7 Transport costs

Transport costs was £5,457k for the year, which was an underspend of £201k against the budget. This was mainly due to vehicle insurance costs of £200k which were transferred to Other supplies & services (see note 4.10); and fuel savings of £146k where there has been a benefit from a lower cost per litre than anticipated, combined with having a smaller number of petrol vehicles in the fleet.

This was partly offset by an increase of £55k on the Vensons pence per mile (PPM) and daily slot charges (DSAF); and vehicle repairs and maintenance of £56k.

4.8 Comms & Computing

Comms & computing was £7,428k for the year, which was an underspend of £535k against the budget. This was largely due to £480k for the ESN project where costs have been deferred into future years; Holmes cloud £98k where the budget included the full cost but it is now regional so we only pay a share; and a reduced amount of inflation compared to budget of £225k.

This has been partly offset by various hardware and software purchases of £281k.

4.9 Clothing & Uniforms

Clothing, uniform & laundry was £646k for the year, which was an overspend of £164k against the budget. The over spend is due to the additional recruits.

4.10 Other Supplies & Services

Other supplies & services was £9,696k for the year, which was an overspend of £1,157k against the budget.

The overspend was largely due to insurance costs of £388k, where £200k was a transfer of insurance costs from Transport (see note 4.7) and professional and consultancy fees of £779k mainly payments to Grant Thornton for £413k which was spent on supporting the Fusion project, EMSCU (offset within income see note 4.15) and Tri-Force.

Office equipment was overspent by £143k which was mainly stationery and new furniture for the control room; vehicle recovery costs increased by £112k due to greater volumes of activity, this was more than offset through additional income (see note 4.15).

The overspend has also been partly offset by savings underspends on grants and commissioning within the OPCC of £640k which was transferred to reserves within income (see note 4.15) and the efficiency challenge of £250k which was achieved across a number of areas of expenditure.

4.11 Forensics & Investigative Costs

Forensics & investigative costs was £2,075k for the year, which was an underspend of £155k against the budget. This was largely due to savings on DNA sampling costs and translators.

4.12 Partnership Payments

Partnership payments was £4,727k for the year, which was an overspend of £2,540k against the original budget.

This relates mainly to the EMOpSS central management fee of £2,098k which has been offset by £2,308k of income (see note 4.15) to get a net saving of £210k against the budget. There was also savings in the OPCC of £148k.

A MOJ GPS tagging project costing £606k was externally funded and matched by income.

4.13 Collaboration Contributions

Collaboration contribution costs was £10,204k for the year, which was an overspend of £407k against the budget.

This was mainly due to increased MFSS costs of £273k as a result of the delay of the project to migrate to Fusion (Oracle cloud based solution), and £181k relating to regional costs for the ESN project.

4.14 Capital financing

Capital financing was £4,026k for the year, which was an underspend of £505k against the budget.

This saving is due to lower interest charges of £323k as a result of reduced borrowing; and a reduction in the Minimum Revenue Provision (MRP) of £182k as a result of the actual 2016/17 capital spend being lower than budgeted assumption, combined with reduced borrowing.

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.

4.15 Income

Income for the year was £22,476k, which was £9,007k above budget. This is broken down as follows approximately:

- £1,810k of additional earned income
- £8,321k of income offsetting costs above
- Offset by a £1,124k contribution to reserves namely £1,020k to the OPCC Grants & Commissioning reserve and £104k to externally funded projects reserves

The £1,810k of additional earned income was largely due to:

- NICHE income of £328k
- OPCC of £323k
- Vehicle recovery of £304k
- Recharges of a number of buildings such as the Arrow Centre of £234k
- Various partnership funding of £156k
- Insurance monies received of £113k
- IT services of £105k
- Charges for police services (SPS) of £87k
- Certificates and other fees such as firearms licences and vetting of £72k
- IS transformation of £64k
- Release of Drugs Fund reserve of £51k
- EMCJS DEMP project of £44k
- Investment interest of £40k

The £8,321k of income that offsets costs above is largely due to:

- Tri-Force income £3,202k
- EMOpSS of £2,308k (see note 4.12)
- Numerous externally funded projects of £1,535k
- ARV uplift fund to offset overtime of £456k
- Recharges of various officers and staff of £400k
- EMSCU (including Police ICT) of £159k
- Body worn video of £134k
- Income from mutual aid of £127k which offsets against overtime

4.16 Efficiencies

The 2017/18 efficiency target in order to achieve a balanced budget was £1,250k, which was broken down as follows:

Efficiencies	£k	
Procurement	(250)	Allocated to Other Supplies & services
Medical retirements	(500)	Allocated to Medical retirements
Tri-Force	(200)	Allocated to Comms & computing
Capital financing	(300)	Allocated to Capital Financing
	(1,250)	

The procurement savings were achieved over numerous lines of expenditure, along with the £500k originally allocated to medical retirements, once it became apparent that this saving would not be met.

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 2018

Appendix A

Nottinghamshire Police

Revenue Budget Monitoring as at March 2018



	2017/18 Approved Budget £'000	2017/18 Expenditure £'000	Year to Date Variance £'000
Operations			
Uniformed Operations	51,156	52,616	1,460
Contact Management	12,873	13,472	600
Citizens in Policing	309	538	229
	64,338	66,626	2,288
Intelligence & Investigations	40,565	38,212	(2,353)
Collaboration - Operational			
EMOpSS	10,300	10,721	421
EMCJS	8,765	9,183	418
Forensics	2,565	2,404	(162)
CSI	1,125	1,100	(25)
Special Branch	759	780	21
Major Crime	2,588	2,791	202
EMSOU CID	2,888	2,847	(41)
TSU	615	599	(16)
EMSOU SOCU	2,306	2,088	(218)
	31,913	32,514	601
Corporate Services			
Assets	6,060	6,339	279
Fleet	2,913	2,273	(640)
Finance	727	584	(143)
Human Resources	4,266	4,568	302
Information Services	9,759	8,646	(1,113)
Corporate Development	2,659	2,377	(281)
Corporate Communications	703	605	(98)
Command	595	847	252
PSD	1,458	1,484	26
Procurement	701	854	152
Central Codes	12,798	11,700	(1,098)
Other	1,237	452	(786)
	43,875	40,729	(3,146)
Collaboration - Corporate Services			
MFSS	2,500	2,773	273
Learning & Development	781	756	(25)
EMSCU	173	154	(19)
Force Collaboration	143	116	(27)
Collaboration Contributions	-	(43)	(43)
IS Transformation	-	25	25
Legal	549	577	28
OHU	510	480	(30)
	4,656	4,838	182
Externally Funded	-	-	-
Seconded Officers	-	-	-
Force Total	185,347	182,920	(2,428)
OPCC	4,758	4,758	-
Group Position Total	190,105	187,678	(2,428)

For Consideration	
Public/Non Public	Public
Report to:	Strategic Resources & Performance
Date of Meeting:	24 June 2018
Report of:	The Chief Executive
Report Author:	Sara Allmond
E-mail:	sara.allmond@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

19 July 2018, 10:00am			
	ITEM	FREQUENCY	LEAD OFFICER
	Theme <ul style="list-style-type: none"> <i>Policing Strategy – Partnership Tasking and Engaging Communities</i> 		
1.	Police and Crime Plan – Delivery Monitoring	Annual	OPCC/Force
2.	Police and Crime Commissioner’s Annual Report	Annual	OPCC
3.	Public Protection and Safeguarding		Force
4.	Police and Crime Plan Delivery Plans	Annual	OPCC/Force
	Standard items:-		
5.	Performance Insight Report	Every meeting	Force
6.	Revenue and capital budget monitoring (renamed Force Finance Update Report)	Every meeting	OPCC
7.	Regional Collaboration (verbal update)	Every meeting	Force

6 September 2018, 10:00am

6 September 2018, 10:00am			
	ITEM	FREQUENCY	LEAD OFFICER
	Theme <ul style="list-style-type: none"> <i>Compliance with the Victims Code</i> 		
1.	Workforce Planning and BME Representation Force		Force
2.	Health and Wellbeing of Police Officers, Staff and Volunteers		Force
3.	Equality, Diversity and Human Rights		Force
4.	Force Management Statement Outcome		Force
5.	Annual Assessment Department Outcome		Force
6.	Chief Constable's Update Report		Force
	Standard items:-		
4.	Performance Insight Report	Every meeting	Force
5.	Revenue and capital budget monitoring (renamed Force Finance Update Report)	Every meeting	OPCC
6.	Regional Collaboration (verbal update)	Every meeting	Force

8 November 2018, 10:00am

8 November 2018, 10:00am			
	ITEM	FREQUENCY	LEAD OFFICER
	CHAIRS MEETING <ul style="list-style-type: none">• Restorative Justice		
1.	Stop and Search – Policing and Performance Monitoring		Force
2.	Police and Crime Plan – Monitoring Delivery		OPCC/Force
3.			
4.			
5.			
6.			
	Standard items:-		
4.	Performance Insight Report	Every meeting	Force
5.	Revenue and capital budget monitoring (renamed Force Finance Update Report)	Every meeting	OPCC
6.	Regional Collaboration (verbal update)	Every meeting	Force