NOTTINGHAMSHIRE POLICE AND CRIME COMMISSIONER
County Hall, West Bridgford, Nottingham, NG2 7QP

MINUTES OF THE MEETING OF THE NOTTINGHAMSHIRE POLICE AND CRIME COMMISSIONER STRATEGIC RESOURCES AND PERFORMANCE MEETING HELD ON TUESDAY 17 SEPTEMBER 2013 AT GEDLING BOROUGH COUNCIL ARNOT HILL HOUSE, ARNOLD NOTTINGHAM NG5 6LU COMMENCING AT 2.00 PM

MEMBERSHIP
(A – denotes absence)

Paddy Tipping – Police and Crime Commissioner
Chris Cutland – Deputy Police and Crime Commissioner
Kevin Dennis – Chief Executive, OPCC
Charlie Radford – Chief Finance Officer, OPCC
Chris Eyre – Chief Constable, Nottinghamshire Police
A Sue Fish – Deputy Chief Constable, Nottinghamshire Police
Steve Jupp – Assistant Chief Constable, Nottinghamshire Police
A Simon Torr – Assistant Chief Constable, Nottinghamshire Police
A Margaret Monckton – ACO Resources, Nottinghamshire Police

OTHERS PRESENT

Sara Allmond – Democratic Services, Notts. County Council
Sallie Blair – Better Times
Julie Cannell – Senior Services Delivery Manager, Victim Support
Michael Clegg – Victim Support Service User
Olwen Edwards – Divisional Manager, Victim Support
Jane Mcadam – Service Delivery Manager (Victims Services), Victim Support
Nashmill Motazedi – Volunteer, Victim Support
Wendy Start – Volunteer, Victim Support
Simon Tovey – Head of Business and Finance, Nottinghamshire Police

PART A

VICTIM FOCUS – PRESENTATION BY OLWEN EDWARDS, VICTIM SUPPORT

Olwen Edwards, Divisional Manager gave a presentation on the work of Victim Support including the history of the service, the areas of work covered and the future challenges. Volunteers Nashmill Motazedi and Wendy Start gave a flavour of the

support they provided and a service provider Michael Clegg informed the meeting of his experiences both with the Police and with Victim Support.

During discussions the following points were raised:-

- Victim Support did not currently have access to police systems and information and this would be looked into to see if they could be provided with better access without causing data protection issues. This would enable Victim Support to keep service users better up to date with their cases.

- The issues raised by Michael Clegg would be investigated by the Chief Constable and a response provided directly to Mr Clegg.

- The biggest issue for most victims was communication after the initial call out. The service received from the police did not always match expectations, so it was important to ensure that victims were kept informed and knew what to expect from the police.

- Funding for Victim Support had been extended to October 2014. Victim Support were promoting a first response model, but there was potential the service could become the portal for providing information to everyone.

- The Victims Code had been broadened and would provide an automatic right of support for victims of serious crimes and vulnerable victims. The new code was expected to be launched in 2015.

- There was a fear that commissioning of services would mean that service delivery would only be in the key areas meaning some victims would fall through the gaps. Assurances were offered that there would be a transitional period if there were any large scale changes in funding.

The Commissioner thanked Olwen Edwards, her staff, volunteers and service user for their presentation and contribution.

The meeting was adjourned from 3.05 pm to 3.15 pm

PART B

APOLOGIES FOR ABSENCE

Apologies for absence were received from DCC Fish, ACC Torr and Mrs Margaret Monckton.

DECLARATIONS OF INTEREST

None

MINUTES OF THE PREVIOUS MEETING HELD ON 24 JULY 2013

Agreed

PERFORMANCE AND INSIGHT EXECUTIVE SUMMARY REPORT

Chief Constable Chris Eyre introduced the report which set out the performance to July 2013. Crime had increased by slightly less than 4% overall. This was not unique to Nottinghamshire, but the question was how to tackle the problem in this county.

ACC Jupp advised that it was important to understand the key areas of business and look at demand and high crime types as well as geographical areas. There had been a 25% increase in burglary but this had been brought down from a high of 44%. There had been further reductions in the last month. The main crime types which were increasing were robbery, burglary and theft other.

There would be an influx of students shortly and Operation Graduate would commence which involved both prevention and victim support.

Retail theft had increased across the force area. A Retail Crime Forum had been established and some reductions were being seen. Peer reviews were being carried out and plans for tackling retail crime were being checked. The retailers were generally cooperative and many were changing their practices to tackle the rising problem.

Partnerships had achieved a lot but increases were now beginning to be seen so there was a need to focus this year. It was important to identify and understand the hot spot areas and work with partners in these areas. Partners and the Police needed to work together to support each other.

During discussions the following points were raised:-

- In relation to the new police officer recruits, it was reported that there were 32 transferees from other Forces, with at least 10 of these having specialist skills. It was important to bring in new people who could contribute new ideas and suggestions on how to tackle problems. Two new ACCs had been recruited who were also bringing a new perspective.

- Anti-social behaviour had gone down by 35% but satisfactions figures were still low.

RESOLVED 2013/011

That the report be noted

CHIEF CONSTABLE'S UPDATE REPORT

Chief Constable Chris Eyre introduced the report which provided information on significant and notable events within Nottinghamshire Police since May 2013 including celebrating the incredible work done by officers and staff.

During discussions the following points were raised:-

- The Force had received 1.3 million calls with 68,000 crimes being recorded. This meant that there were a large number of calls being received which were not crime related. The Force were seeing an increase in the demand for policing services due to changes partners were having to make in their services due to the current economic climate. Changes to county services last year had had a cumulative effect on the number of calls the Force received. Approximately 50% of calls resulted in signposting to other services. Other partners were also receiving calls not related to their area of work so a more holistic approach was needed and discussions on this had started. The Force were now being monitored on crime reduction only by the Home Office, which made up only a small proportion of calls received, however the protection of vulnerable people was essential even though this did not relate to a crime.

- The Force had made huge progress regarding Stop and Search. In 2011 there had been a fundamental review and a lot of external work had been carried out. Technology was in place which enabled officers to deal with the recording of stops on scene legally and in line with the Forces policy. There was a plan to publish maps showing where stops had taken place along with crime information on the Force website.

- The Force were collaborating with other forces regarding the purchasing and storage of uniforms via a joint commercial unit. This allowed officers to order uniforms via an online ordering system.

RESOLVED 2013/012

That the report be noted

WORKFORCE PLANNING

Simon Tovey introduced the report which provided an update on the police officer and police staff numbers as at 31 July 2013.

The Force were currently advertising for a further 63 PCSOs which was the second round of recruitment for PCSOs. The PCSO BME ratio had increased to 8% following the previous round of recruitment, which was an improvement, but still not where the Force needed to be. On 12th October there would be a recruitment event with faith groups being encouraged to bring along people they feel would make good police officers. Engagement with communities was vital and the Force needed to become a career of choice for all communities.

During discussions the following point was raised:-

- Work shadowing for potential recruits would commence once the current round of recruitment and training had stabilised.

RESOLVED 2013/013

That the report be noted

VERBAL UPDATE ON THE STATEMENT OF ACCOUNTS

Charlie Radford, informed the meeting that the accounts had been fully audited and there was an unqualified view from the Auditors. The Accounts would be signed off by the Audit & Scrutiny Panel at their next meeting.

RESOLVED 2013/014

That the report be noted.

REVENUE MANAGEMENT BUDGET REPORT 2013-14: YEAR TO JULY 2013

Simon Tovey introduced the report which provided an update on the financial position against the 2013-14 budget for the year to July 2013. 2013/14 was a tight year financially. A review of efficiencies had taken place and the Force were comfortable that the budget would be delivered. Departments were being held to account to ensure they kept within budget. There was expected to be an underspend on the grant which would go into the reverses for 2014/15 when it would be required.

RESOLVED 2013/015

That the report be noted

QUARTER ONE CAPITAL EXPENDITURE REPORT

Simon Tovey introduced the report which provided information on capital expenditure during quarter one of 2013/14. There had been slippage in IT due to a large telephony project which had now been re-budgeted to better match when the funding for the project would actually be required over a period of time.

There were plans for a regional IT project with East Midlands partners and an external partner. It was proposed to take the very best proven IT and deliver across the Forces involved from a single capability managed by a central IT centre and an external partner. This project was at an early stage and a lot of work was required to deliver it. It was hoped that a project would have progressed enough so a report could be brought to the next meeting.

RESOLVED 2013/016

1) That the actual spend of £0.853m against a budget of £11.626m be noted

2) That the slippage of £3.213m and net savings of £0.223m against the budget leaving a revised forecast of capital expenditure for the year of £8.190m be agreed.

WORK PROGRAMME

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

RESOLVED 2013/017

That the report be noted

The meeting closed at 4.05 pm

CHAIR

For Consideration	
Public/Non Public	**Public**
Report to:	**Strategic Resources and Performance Meeting**
Date of Meeting:	**20 November 2013**
Report of:	**The Police and Crime Commissioner**
Report Author:	**Kevin Dennis**
E-mail:	**Kevin.dennis@nottinghamshire.pnn.police.uk**
Other Contacts:	**Karen Sleigh**
Agenda Item:	**4**

Police and Crime Plan Half Year Monitoring Report 2013/2014

1. Purpose of the Report

1.1 The purpose of this report is to provide the Strategic Resources and Performance Meeting with the Police and Crime Commissioner's (the Commissioners) half yearly monitoring report on the progress of delivery of the Police and Crime Plan for 2013-18.

1.2 The report identifies success measures and an outline of the activities that have been progressing across policing and community safety. This is the first such report to the Strategic Resources and Performance Meeting and covers the time period 1 April – 30 September 2013.

2. Recommendations

2.1 That the Meeting discuss and note the progress made.

2.2 That the Meeting scrutinises performance against the strategic priority themes and activities set out in the Police and Crime Plan.

2.3 That the Meeting identifies issues for the Commissioner to take forward in consideration for refreshing the Police and Crime Plan for 2014-18.

3. Reasons for Recommendations

3.1 The Police Reform and Social Responsibility Act 2011 places a statutory duty on the Commissioner to publish a Plan for their policing area. Section 5(1) of the PR&SR Act 2011 required the Commissioner to 'issue a Police and Crime Plan within the financial year in which each ordinary election is held'. For the first Plan this meant no later than 31st March 2013.[1]

3.2 This half yearly monitoring report provides an overview of the delivery of the actions against the Commissioner's pledges, seven strategic priority themes, activities, performance and commissioning of grants.

[1] Police Reform and Social Responsibility (PR&SR) Act 2011

4 Summary of Key Points

4.1 Background

Since taking up the new role of Commissioner on the 22 November 2012, the Commissioner and his Deputy Commissioner have worked closely with the Force, partners, stakeholders and the public to create a Police and Crime Plan (the Plan) [2] which reflects the views and interests of everyone living and working in Nottingham and Nottinghamshire.

4.2 The Plan came into effect on the 1 April 2013 and sets out the strategic priority themes and activities of the Commissioner for policing and community safety across Nottingham and Nottinghamshire. The Plan takes forward the Commissioner's Manifesto pledges and seven strategic priority themes underpinned by activities, performance measures and commissioned grants.

4.3 Together with producing the Plan the Commissioner has had to make some key decisions, which have included setting the precept and the budget for the totality of policing.[3] The Commissioner has also produced his first Annual Report[4] which has been shared with the Police and Crime Panel. This Annual Report covers the whole of the financial year from April 2012 to March 2013, and highlights the key commitments made by the Commissioner and the Deputy Commissioner, together with reflecting the performance improvements achieved by the previous Police Authority.

4.4 Governance and Accountability

The Plan also sets out Commissioner's governance and accountability arrangements; these are further outlined in the Commissioner's Governance Framework.[5] The Commissioner has produced his Annual Governance Statement, reporting against the 'Delivering Good Governance' principles. There has been an annual governance review and the production of the Group Statement of Accounts for 2012-2013[6] which reflects the financial position of meeting continued savings of £10m each year whilst increasing visibility and accessibility of policing. There has also been the production of the Code of Corporate Governance which sets out the standard that the Commissioner and the Chief Constable will govern as separate corporations sole.

4.5 Stage Two Staff Transfer

The Police Reform and Social Responsibility Act 2011 outlined that there were two stages of staff transfer. Stage one from the 22 November 2012 when the Commissioner took up office, whereby all police staff moved by law to his

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[2] Nottinghamshire Police and Crime Plan 2013-18
[3] Policing Protocol Order 2011
[4] Nottinghamshire Police and Crime Commissioner's First Annual Report
[5] Governance Framework
[6] Nottinghamshire Police and Crime Commissioner and Group Statement of Accounts 2012-2013

employ, and existing delegations of direction to the Chief Constable remained. Stage two, which will be negotiated and completed by no later than the 1 April 2014, enables the movement of staff employment from the Commissioner to the Chief Constable, which will be subject to the Home Secretary's approval.

4.6 As part of the stage two transfer process, the Commissioner was required to advise the Home Secretary of plans for the stage two transfer of staff by 16 September 2013. The vision for the Stage Two Second Transfer has been agreed between the Commissioner and the Chief Constable. The Commissioner's recommendation is that there is a Maximum Transfer model for Nottinghamshire, which would mean the transfer all police staff from Operational Frontline, Operational Support and Business Support[7] functions to the employ of the Chief Constable. The Deputy Commissioner and the staff employed to work within the Nottinghamshire Office of the Police and Crime Commissioner (NOPCC) will remain under the employment of the Commissioner. In addition the Force will provide business support to the Commissioner as identified within the Working Relationship Agreement and in line with the Policing Protocol Order 2011.

4.7 The Commissioner and Chief Constable agree to work together in the delivery of the Police and Crime Plan. This transfer of staff from the Commissioner to the Chief Constable will facilitate the Chief Constable in delivering those elements of the Police and Crime plan specifically relating to the delivery of the service in Nottinghamshire. There will be ongoing work to ensure a robust implementation plan once the Home Secretary has approved the Transfer Scheme.

4.8 Vision

The Commissioner's vision is to be the **'People's Commissioner',** making himself available to individuals, victims of crime and communities and listen to their concerns. At the heart of delivering the Plan is a desire to make people feel safer, remove criminality from their neighbourhoods and tackle the social cause behind offending to permanently interrupt this vicious cycle. A true measure of success for the delivery of the Plan is whether the public feel safe within our communities, and whether they feel confident to report and progress an incident / crime throughout the criminal justice system. Currently 87.3% of victims of crime are completely, very or fairly satisfied with the service they have received from Nottinghamshire Police which is just 2.7% away from the 90% target. The County is 88.1% and the City is 86.4%.

4.9 Pledges

There has been significant progress against the Commissioner's election pledges, with a focus on making Nottinghamshire safer and improving the services witnesses, victims and the general public receive from local policing and community safety, a summary is provided below:

[7] The definitions of Operational Frontline, Operational Support and Business Support functions have been taken from the 2013 HMIC Report: Police Governance in Austerity

1. **Campaign against Government funding cuts to Nottinghamshire's budget for policing**

   - ✓ The financial climate continues to dominate the public sector risk registers. The current Comprehensive Spending Review (CSR) required up to 20% cuts in grant funding to 2014-15, which means a saving of over £40 million.
   - ✓ Continuing to lobby for more resources, with the cost of savings being a challenging £10m each year.
   - ✓ Maintained the same level of funding of £3m to local partnerships to provide community safety and victims' services despite a reduction in the Community Safety funding provided by Government.
   - ✓ Further explore the opportunities for regional collaboration through the Regional PCC Board and the Regional Efficiency Board.

2. **Improve Community Policing across Nottinghamshire by taking on 150 extras Police Officers and 100 Police Community Support Officers**

   - ✓ Despite the continuing economic pressures, there is a commitment to increase the number of Police Officers and PCSOs working in our neighbourhoods in 2013-14. Visible, accessible policing helps to reassure people and increase their feelings of safety and wellbeing – effects which are worth their weight in gold as far as quality of life is concerned.
   - ✓ Recruitment in this half year has been: 113.84 FTE Police Officers (headcount 114 which includes the 2 new ACC's, transferees and new recruits), 57.48 FTE PCSOs (headcount 58), 78 Cadets, 71 Volunteers and 101 Specials.
   - ✓ There are current discussions to work up plans for developing Parish Constables to further support the increased recruitment of specials and volunteers in local neighbourhoods. Also volunteers to support the Commissioners mystery shoppers scheme.

3. **Work in partnership to reduce antisocial behaviour by 50%.**

   - ✓ Provided funding to enable community safety partners to work together to combat antisocial behaviour in priority neighbourhoods.
   - ✓ Set up a Community Safety Partnership fund of £350,000 to support the work of community based projects aimed at tackling anti-social behaviour, alcohol and supporting victims and vulnerable people.
   - ✓ Held an Alcohol Conference and developed and delivered the Alcohol Strategy and Action Plan.

4. **Give extra priority and resources to domestic violence and crimes against girls and women.**

   - ✓ Commissioned projects to develop a multi agency process of identification of girls affected by gangs, identifying risk and developing pathways to enable appropriate support, and also to offer early intervention support to girls involved in gangs.
   - ✓ Police Authority Scrutiny - identified Medium Risk Repeat as a priority – the Deputy Commissioner is continually monitoring and evaluating the Scrutiny

Committee recommendations and the subsequent follow up Internal Audit by RSM Tenon.

- ✓ Domestic Violence commissioned services through partner agencies, with £130k per annum for Domestic Violence Medium Risk Intervention Workers (X1 City & x2 County – WAIS & NWAL); Community Safety Partnership support for additional staffing of the 24h Domestic Abuse helpline; additional resources to MARAC; academic research by the University of Leicester – to identify innovative opportunities to improve services to support and respond to victims' individual needs.
- ✓ Following on from the review of the City commissioned services for Domestic Violence, the Deputy Commissioner has commissioned a review of County Domestic Violence Services.
- ✓ Working with Nottingham Citizens and the Force to improve Safer School Routes.

5. Ensure that victims of crime are treated as people, not cases, and will properly fund Victim Support.

- ✓ Commissioned an independent BME project which has highlighted 30 recommendations which are being progressed.
- ✓ New Victims Strategy being developed for early next year and commissioning services locally from October 2014.
- ✓ Held a Restorative Justice Summit and commissioned mapping exercise and development of strategy, together with sponsoring a National Restorative Justice Conference on 3rd December in Nottingham.
- ✓ Committed funding to Victims Support and Crimestoppers
- ✓ Supporting Community Safety work around focussing on homophobia awareness training, ambassadors for the Gypsy Community, victim support and third party reporting, together with various diversionary and educational training for young people.

6. Be fair, honest and protect taxpayers' money.

- ✓ Commissioned a Base Budget Review to assist with the identification of opportunities to better align the Force budget to with the Police and Crime Plan priorities, compare cost savings and potential opportunities for new ways of working with the regional forces and partners.
- ✓ Exploring new and innovative ways to work in partnership and through Regional Collaboration to work up delivering savings whilst protecting local delivery.

4.10 Strategic Priority Themes

The first Joint Partnership Strategic Assessment conducted for the Commissioner in 2012 identified seven strategic priority themes. This set out the strategic framework for the Plan which was developed with the Force, criminal justice and community safety partners and consulted on widely with stakeholders, communities and individuals to identify the priorities for action over the next five years.

4.11 There will be quarterly performance monitoring of the activities of the Plan by the NOPCC to ensure robust management of the delivery of outcomes against each of the seven strategic priority themes. The first two quarterly monitoring

reviews have been recorded for this half-year period report, 1 April – 30 September 2013, which are outlined in more detail in **Appendix A** and summarised in the following table:

Theme	Progress Summary	Status
Priority 1	**Protect, support and respond to victims, witnesses and vulnerable people** There has been sound progress to set out and deliver commissioned services and outline key strategies (Victims Strategy) to be delivered, together with identifying positions against national standards (including Victims' Support Pledge, Barnardo's Pledge and Youth Charter) and commissioned research (BME Project) to identify recommendations to progress the response of the police and community safety and criminal justice services to deliver improvements for victims, witnesses and vulnerable people.	**A**
Priority 2	**Improve the efficiency, accessibility and effectiveness of the criminal justice process** There has been commissioned work through the BME project, which has outlined 30 recommendations to be delivered for improvement, there is ongoing monitoring through Performance and Insight of the CJS. The Commissioner has taken an active role in developing a local response to improving rehabilitation agenda, and has commissioned a Restorative Justice Strategy based upon a mapping exercise with an organisation called Remedi, there is also further work to develop the Victims Strategy,	**A**
Priority 3	**Focus on those local areas that are most affected by crime and antisocial behaviour** There has been strategic focus on the High Impact Areas for the City and Priority Plus areas for the County. There have been identified grants and work to develop Safer School Routes, development of the public transport safety CCTV Scheme, and commitment by the Commissioner to maintain the same level of funding for local partnerships to provide community safety and victims' services.	**A**
Priority 4	**Reduce the impact of drugs and alcohol on levels of crime and antisocial behaviour** There has been joint commissioning of substance misuse services, together with delivering the Alcohol Strategy and Action Plan, which addresses night time economy issues. Funding has been provided to the Safer Nottinghamshire Board and to the Nottingham Crime and Drugs Partnership to ensure drug misusing offenders have access to treatment and recovery services.	**A**
Priority 5	**Reduce the threat from organised crime** The Commissioner and Chief Constable review the capability and capacity to deliver the Strategic Policing Requirement[8], this is being Inspected by the HMIC with a national thematic to be reported in April 2014. There is a national Serious and Organised Strategy[9] with new duties for Commissioner which will be progressed through regional collaborative working.	**G**
Priority 6	**Prevention, early intervention and reduction in reoffending** There is ongoing work across policing and community safety to address prevention, early intervention and commissioned grants for focused activities for reduction in reoffending. Together with setting the Community Safety Partnership Fund specifically setting out to assist small local groups to reduce crime and antisocial behaviour. Nottinghamshire Police are in the process of developing a prevention strategy.	**A**

[8] Strategic Policing Requirement 2012
[9] National Serious and Organised Crime Strategy 2013

Priority 7	**Spending your money wisely** There has been a significant amount of progress this year to deal with the change and growth required for policing in Nottingham and Nottinghamshire; this has been supported by the commissioned Base Budget Review. The Commissioner has set out his commitment to collaboration with PCCs across the region in order to protect local policing, and on behalf of the other PCCs he is the regional lead for the efficiency programme.	**A**

4.12 Performance of Activities

This is the first half year monitoring report of the Commissioner's 5 year Plan. In the face of continuing funding issues, we will need to refine our approach to protecting the public and solving crime so that we can deliver better results for less money. The management of the activities will provide the opportunity to identify and reprioritises activities for delivery against desired outcomes.

4.13 Overall there are 67 activities split over the seven strategic priority themes:

- 22% (15) being rated Green (progressing to delivery).
- 78% (52) being rated Amber (developing but not yet delivered).
- No exceptions being reported as Red (requiring action to mitigate risk to delivery).

4.14 The rated activities are represented in Figure 1 below:

Overall Rated Performance of the Strategic Priority Themes

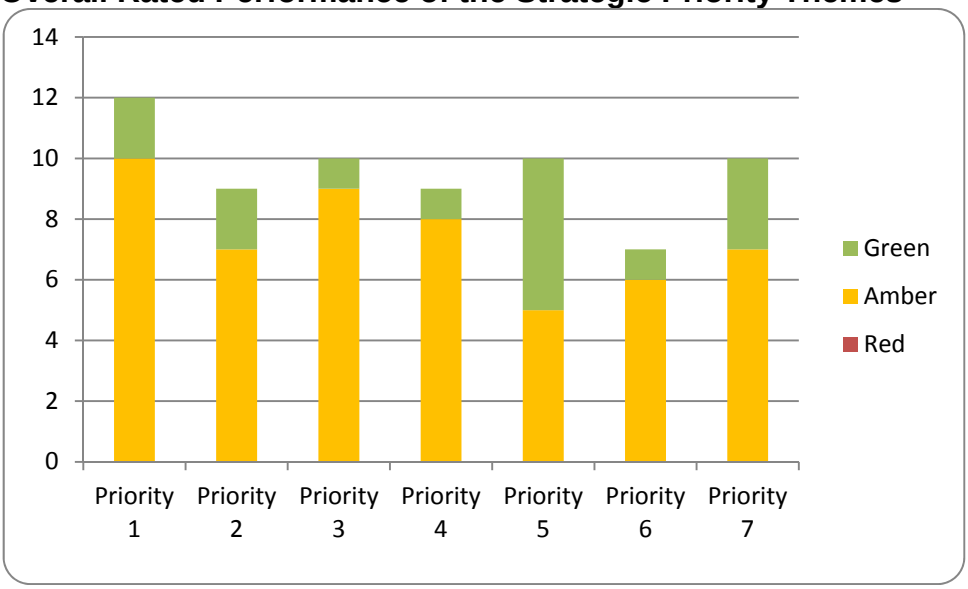


Figure 1: Performance of Strategic Priority Themes

4.15 Continued Focus On Delivery

This monitoring period has highlighted that there is significant progress being made against the activities under the strategic priority themes, there are no

weighted red activities to identify risks, however, there remains a focus on the following key challenges:

Theme	Challenges	Status
Priority 1	• Victims – satisfaction and reducing the fear of crime • Sexual violence and repeat incidents of domestic abuse • Hate Crime • Young people, older people	**A**
Priority 2	• Efficiency of court files for Criminal Justice • Improving the Victims and Witnesses Journey	**A**
Priority 3	• Antisocial behaviour • Rural Crime • Focus on priority plus and high impact neighbourhoods • Promoting and aligning community payback	**A**
Priority 4	• Drug and Alcohol Abuse - embedding the Alcohol Strategy and Action Plan • Crime Summits (i.e. Burglary, Violence and Shoplifting) and action plans	**A**
Priority 5	• Strategic Policing Requirement capability and capacity • Serious and Organised Crime • Mental Health • Roads Safety	**A**
Priority 6	• Restorative Justice • Local approach to 'Transforming Rehabilitation' • Improved information sharing across agencies	**A**
Priority 7	• Sustainable services with reduced budgets • Partnership working and collaboration • Demonstrating Value for Money	**A**

4.16 Lead Delivery Monitoring

Overall, under each of the strategic priority themes there are 67 activities that are split between being led by the Commissioner and his Office (x29), the Force (x22) and Partners (x16). The detailed delivery update is provided in **Appendix A**, however, an overview of performance across the delivery of each of the leads is provided in Figure 2 below:

Performance of the Strategic Priority Themes by Leads

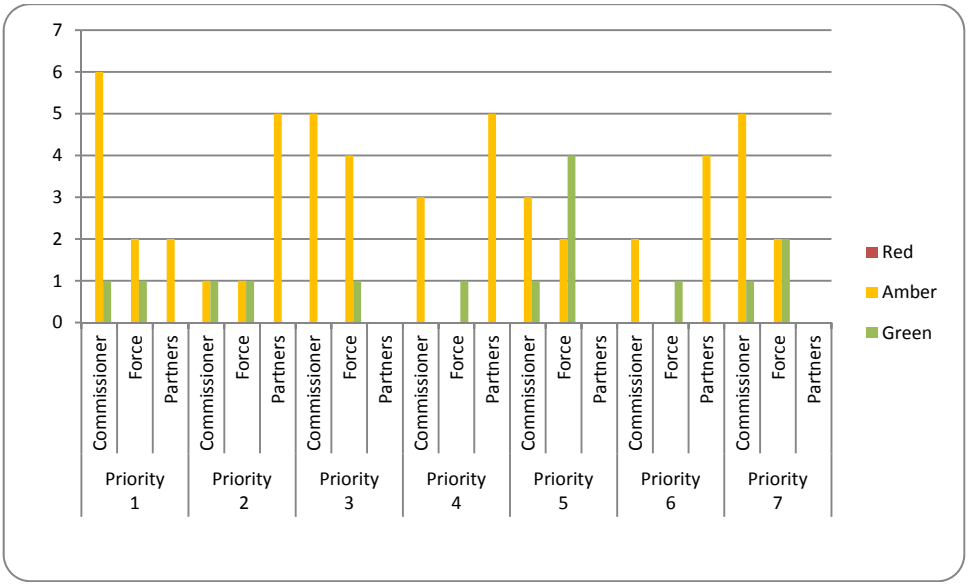


Figure 2: Priority Theme Lead Monitoring

4.17 Performance

The Commissioner has a statutory duty to ensure that the Force is efficient, effective and provides value for money. A range of performance indicators (27) relating to the 7 strategic themes contained within the Plan are monitored by the NOPCC, where performance is identified as a risk the Commissioner holds the Chief Constable to account, seeking assurance that action is being taken to address the performance concerns.

4.18 There are bi-monthly performance reports sent through to the Strategic Resources and Performance Meeting and reports sent through to the Police and Crime Panel in accordance with section 13 of the Police Reform and Social Responsibility Act 2011.

4.19 A significant focus on performance is being progressed by three Partnership Gold Groups which have now been established following recent Crime Summits (i.e. Burglary, Violence and Shoplifting) and action plans are being developed and actions implemented where possible to tackle identified key risks.

4.20 Nottinghamshire Police – Policing Plan

The Chief Constable sets the vision for Nottinghamshire Police to be the best performing police force in England and Wales within his Policing Plan. The Policing Plan aligns the Commissioner's priorities within the following three priorities:

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

4.21 Community Safety Partnerships

The Police Reform and Social Responsibility Act 2011 provides a clear legal basis to the relationship between the Commissioner and Community Safety Partnerships (CSPs) within Nottingham and Nottinghamshire to cooperate to reduce crime, disorder and re-offending. The Act expands on the reciprocal duty to cooperate between the Commissioner and the CSPs by requiring the Commissioner's Plan to 'have regard to' the priorities of each CSP; and likewise, the CSPs must have regard to the priorities established by the Commissioner in their plans.

4.22 The Commissioner has been working closely with CSPs, and will continue to align mainstream resources that will have a greater impact on crime and disorder through the overview of innovative work to be managed through the developing commissioning framework of funds and grants.

4.23 Local Partnerships

The Commissioner has maintained the same level of funding of £3.m to local partnerships to provide community safety and victims' services despite a reduction in the Community Safety funding provided by Government. This funding has been commissioned through the Nottingham Crime and Drugs Partnership (CDP - £1.7m) for the City and the Safer Nottinghamshire Board (SNB - £1.3) for the County.

4.24 Nottingham Crime and Drugs Partnership Board[10]

The CDP is a multi-agency organisation responsible for tackling and addressing crime and substance misuse in Nottingham. The CDP is a statutory partnership under the Crime and Disorder Act 1998[11], which requires all key agencies in Nottingham to work together in the prevention of crime. The CDP consists of members of the key organisations which constitute the Partnership including Responsible Authorities and other partners from higher education, the voluntary sector and business communities.

4.25 The CDP sets the strategic priorities for the Partnership in accordance with the strategic direction established by One Nottingham and the Sustainable Community Strategy.[12] The CDP provides a governance function ensuring that Partnership monies and activities are directed towards the priorities as well as serving as a forum for members. Furthermore, the sustained reductions in crime over the last ten years has seen Nottingham's crime profile change dramatically with, what are often perceived to be, 'less serious' forms of crime now accounting for the highest volume offences.

4.26 To meet the Partnership's aims focus will be given strategically in 2013/14 to:

- Violence (inc. Domestic violence)

[10] Nottingham Crime & Drugs Partnership Plan 2011-14 Year 3
[11] Crime and Disorder Act 1998
[12] City of Nottingham Sustainable Community Strategy 2020

- Anti-Social Behaviour
- Substance Misuse (Drugs and Alcohol)
- Reactive Response to emerging issues and volume crime
- Mental Health
- Reoffending

These priorities are being directed towards 5 High Impact Areas having the highest concentration of crimes.

4.27 Safer Nottinghamshire Board[13]

The Safer Nottinghamshire Board (SNB) is a countywide strategic group that is required under Crime and Disorder Regulations 2007[14] to ensure the delivery of shared priorities and a community safety agreement. It supports local community safety partnerships, which were set up as statutory bodies under sections of the 1998 Crime and Disorder Act, and aims to bring together agencies and communities to tackle crime and antisocial behaviour in local areas. The three Community Safety Partnerships (CSP) are: Ashfield and Mansfield CSP; South Notts CSP; and Bassetlaw, Newark and Sherwood CSP. The SNB has identified seven strategic priorities, which have been allocated champions to progress:

- Serious Acquisitive Crime
- Violent Crime
- Domestic Violence
- Anti-Social Behaviour
- Drugs and Alcohol
- Youth Issues
- Hate Crime

4.28 The SNB was established in 2008 and has fulfilled the requirement for a county strategy group in Nottinghamshire since then, having made significant reductions in crime and antisocial behaviour across the county. These priorities are being directed towards fifteen areas having the highest levels of priority crimes, and are termed Priority Plus areas.

4.29 However, at the Safer Nottinghamshire Performance Board (SNB) on 30th August 2013, a review of Partnership Plus areas was commissioned by ACC Simon Torr. The aim of the review was to make recommendations to the SNB for actions that could add more value to current activity to reduce crime and antisocial behaviour in local communities.

4.30 Community Safety Partnership Fund

The Commissioner has set up the Community Safety Partnership Fund specifically to assist small local groups to reduce crime and antisocial behaviour and protect and support victims of crime at neighbourhood level.

[13] Safer Nottinghamshire Board
[14] Crime and Disorder (Formulation and Implementation of Strategy) (Amendment) Regulations 2012

The projects complement those led by partners through the Community Safety Partnerships in each local authority area. Confirmation of the funding allocation for next year will be in January 2014. In the meantime there will be a review of the application process for the Community Safety Partnership Fund to be ready for any future funding rounds.

4.31 The Community Safety Partnership Fund provides small grants of £25,000 or less to voluntary and community groups for projects which assist in reducing crime and protecting victims, witnesses and vulnerable people. There were 89 applications received at the end of May, requesting £1.4m. Following appraisal, 28 projects were approved to a value of £351,50.90. There is a diverse range of projects working in the following areas:

- Crimestoppers
- Domestic violence
- Drugs and alcohol
- Hate crime
- Neighbourhood Watch
- Reducing re-offending
- Restorative justice
- Victims

4.32 Some projects contribute towards more than one of the Police and Crime Plan Priorities. All projects contribute towards either priority theme 1 or 6. All the projects can be viewed at the Commissioners Web Page **here**.

4.33 The small grants fund is currently running at £380k which includes match funding for preventative and target hardening work in in the County, with a further amount for supporting crime and antisocial behaviour through:

- Girls and Gangs Small Grants **-** two projects, to a total of £10,904, have been approved to take forward work to support girls involved in gangs. The two projects will:
  - Develop a multi agency process of identification of girls affected by gangs, identifying risk and developing pathways to enable appropriate support.
  - Offer early intervention support to girls involved in gangs.
- Domestic Violence – commissioned two key areas for improving domestic violence services to victims:
  - £130k per annum for Domestic Violence Medium Risk Intervention Workers (X1 City & x2 County - WAIS) & NWAL)
  - £30K to the University of Leicester for academic research to identify innoavtive opportutnites to improve services to support and respond to victims' individual needs
- Introducing a partnership safer Cab Scheme with the introduction of CCTV.

4.34 The following Figure 3 outlines the percentage of distribution of the Community Safety Fund across the strategic priority themes, which oulines

that the greatest majority of funding is concentrated on **Theme 1: Protect, support and respond to victims, witnesses and vulnerable people**:

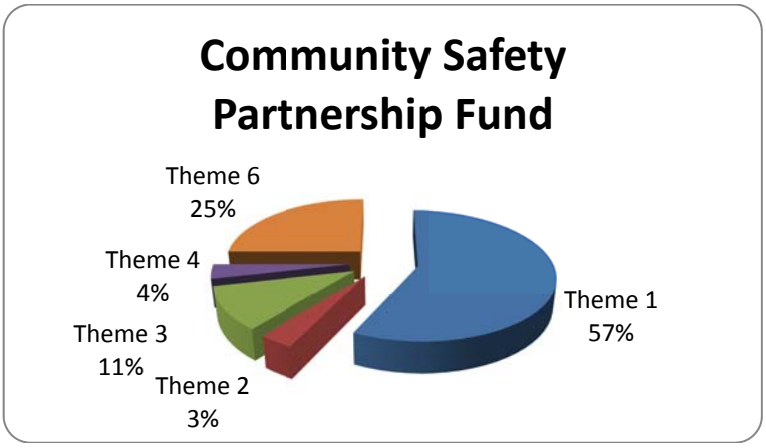


Figure 3: Community Safety Partnership Funding aligned to the Plans Strategic Priority Themes

4.35 Collaboration

The Commissioner currently sits on a Regional PCC Collaboration Board which is addressing opportunities to develop future regional collaboration agreements. In July 2013, the PCCs for the East Midlands region[15] commissioned Her Majesty's Inspectorate of Constabulary (HMIC) to conduct a review of the arrangements for collaboration between the five forces in the region.[16] The Final Report was published on the Commissioner's website on 11 November 2013.

Previously three areas of collaboration were treated as Jointly Controlled Operations (JCO).

- The East Midlands Special Operations Unit (EMSOU)
- The East Midlands Special Operations Major Crime (EMSOUMC)
- The East Midlands Technical Surveillance Unit (EMTSU)

4.36 These are all between Nottinghamshire, Derbyshire, Leicestershire, Lincolnshire and Northamptonshire PCC's and Nottinghamshire's proportion is 27.6%. There are five additional collaborations accounted for as JCO's this last year:

- Legal Services (EMLS), originally a two way shared service between Nottinghamshire and Derbyshire, but this year the collaboration has been extended during the year to include Leicestershire and Northamptonshire. The equated share for this year has been calculated as 41.1% in future years the proportion will be 31.6%.

[15] Police forces in England and Wales are grouped in a number of regions. The East Midlands region comprises the police forces of: Derbyshire, Leicestershire, Lincolnshire, Northamptonshire and Nottinghamshire

[16] Police and Crime Commissioners can commission HMIC to undertake inspections under section 54(2BA), Police Act 1996

- Commercial Services (EMSCU), between Nottinghamshire, Northamptonshire and Derbyshire. During the first year of operation Nottinghamshire's proportion is calculated as 33.42%. In future years this will be 33.33%
- Forensic Services (EMFSS) is between Nottinghamshire, Derbyshire, and Lincolnshire PCC's and Nottinghamshire's proportion is 44.37%.
- Learning & Development (EMLD) is between Leicestershire, Nottinghamshire, Derbyshire, and Lincolnshire PCC's and Nottinghamshire's proportion is 31.60%.
- Occupational Health Service (EMOH) is between Nottinghamshire, Derbyshire, Leicestershire, Lincolnshire and Northamptonshire PCC's and Nottinghamshire's proportion is 27.6%.
- In October 2013 the Force joined the National Police Air Service, which replaced the collaboration with Derbyshire. This will improve resilience and yield efficiency savings.

All of these arrangements are covered by Section 22 Agreements and financial information is included in note 13 to the accounts.

4.37 Refreshing the Police & Crime Plan for 2014-15

The Commissioner's Plan was scrutinised and approved by the Police and Crime Panel in March 2013, and covers the period 2013-18. However, it has been agreed that the Plan will be reviewed periodically to ensure that it still accurately reflects the expectations of the public and the strategic risks facing Nottingham and Nottinghamshire.

4.38 The annual Joint Partnership Strategic Assessment provides the threat, risk and harm assessment of Nottingham and Nottinghamshire to ensure that we identity new and emerging issues and tackle the policing and community safety issues that are of most concern. The assessment includes consultation with communities in order to make sure that we are addressing the issues that matter the most to Nottingham and Nottinghamshire. The assessment also draws upon key local, regional and national information which includes:

- Local Partnership Strategic Assessments
- Regional Review of Collaboration in the East Midlands
- Domestic Violence
- Anti-social Behaviour, Crime and Policing Bill 2013
- Strategic Policing Requirement 2012
- National Serious and Organised Crime Strategy 2013
- Code of Practice for Victims of Crime 2013
- HMIC Inspections
- National Focus on Mental Health
- Restorative Justice

4.39 Engagement and Consultation

The engagement and consultation process will involve continued attendance at public meetings, feedback from Community Safety Partnerships, Stakeholder Forums, commissioned surveys and monitoring the correspondence received by the NOPCC and understanding the results of various opinions expressed on the Commissioner's website.

4.40 The Commissioner has established the effectiveness of the Plan and provides this report as way of commenting on the progress and identifies any risks and new and emerging issues.

4.41 The final Police and Crime Plan refresh will be presented to the Police and Crime Panel meeting in February 2014, with a supporting final report for the Panel's comments and approval.

4.42 Next stages – Accountability Planning Cycle

The Commissioner will publish the Accountability Planning Cycle on his website, together with timelines for consultation and other related activities for developing and monitoring the Police and Crime Plan.

5 Financial Implications and Budget Provision

5.1 Financial implications have been identified within the report.

6 Human Resources Implications

6.1 Human Resource implications are monitored within the activities to deliver the strategic priority themes.

7 Equality Implications

7.1 There will be a refresh of the Equality Impact Assessment to inform the Engagement and Consultation Planning.

8 Risk Management

8.1 Risks will be escalated as part of the monitoring of the delivery of the Police and Crime Plan and feed into the Risk Management of the NOPCC.

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

9.1 The Commissioners Governance Framework.

10 Changes in Legislation or other Legal Considerations

10.1 Police Reform and Social Responsibility Act 2011. In addition, the Commissioner has a responsibility and must have due regard to all other legal requirements and specifically the provisions of:

- The Policing Protocol Order 2011
- Financial Code of Practice (FMCOP)[17]
- Strategic Policing Requirement (SPR)[18]
- Elected Local Policing Bodies (Specific Information) Order 2011[19]

11 Details of outcome of consultation

11.1 To develop the Police and Crime Plan, there was a joint Partnership Strategic Assessment led by the PCC Transition Programme which included the Force and community safety and criminal justice partners to identify the needs and priorities for the City and the County. In addition, there was further consultation conducted by the Commissioner and Deputy Commissioner to obtain the views of partners, communities and victims of crime which were included in the Plan:

- Consultation meetings with representatives from the Women's Groups.
- Consultation meetings with representatives from Black and Minority Ethnic and Refugee Groups.
- Consultation meetings with members of the Nottingham City Youth Cabinet.
- Discussions with Transgender Group.
- NCC Youth Board, Bassetlaw and Broxtowe NCC Young People Scrutiny Advisory Board.
- Work with the agencies that the Commissioner has signed pledges, charters or support, including:
  - Victims Support Pledges
  - Youth Charter
  - Nottingham Citizen
  - Rural issues – Nottinghamshire's Farmers Union and Nottinghamshire Wildlife Trust
  - Violence against women and girls
  - RSPCA Animal Welfare Charter

11.2 Further opportunities for engagement and consultation were progressed from the publication of the draft Plan which was presented to the Police and Crime Panel on the 15 January 2013. This included Walkabouts by the Commissioner in local communities, the Commissioner and Deputy Commissioner attending meetings, together with:

- 500 online surveys on the draft Plan coordinated by the Commissioners office.
- Meeting with members of the Nottingham City Youth Council.
- Over 70 individuals were involved in a Young People's Web chat with the Commissioner.
- Victims of Crime meeting.
- NCC Business Engagement Group.
- BMER Groups.

[17] Financial Code of Practice 2012
[18] Strategic Policing Requirement
[19] Specific Information Order 2011

- Public meetings in Nottingham and Nottinghamshire (Pleasley, Mansfield).
- Women's Group meeting.

11.3 In addition to the above engagement and consultation activities, there were key meetings with the Force and Community Safety Partnerships, Chief Executives of Councils and other organisations to listen to views on the Plan. There was also the gathering of direct responses on the draft Plan which has been accessible on the Commissioner's website. In all, there were over 700 more individuals directly involved in the consultation of the draft plan with amendments made and published for the final Plan.

11.4 There is currently a consultation and engagement timeline being pulled together to ensure wider engagement and consultation for the refresh of the Plan this includes:

- Alcohol survey.
- On line surveys for the strategic priority themes and budget.
- Stakeholder Forums for the City and the County.
- Commissioner and Deputy Commissioner Walkabouts.
- Victims and Domestic Violence Surveys.
- Survey with the CDP Respect Survey and the County Citizens Survey.
- Consultation information from the Joint Partnership Strategic Assessment.
- Public and Independent Advisory Group meetings.
- Media responses.
- Monitoring of complaints.

12. Appendices

12.1 **Appendix A: Summary of Activities against the Police and Crime Plan Strategic Priority Themes**

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

13.

Appendix A: Summary of Activities against the Police and Crime Plan Strategic Priority Themes

Theme: Priority 1: Protect, support and respond to victims, witnesses and vulnerable people	What we have been doing?	Status (RAG)
Commissioners' Activities		
PCP C1.1 Develop a Victims' Strategy and Commissioning Framework based upon evidence of need.	The Commissioner is seeking support from the MOJ to start commissioning locally from October 2014. There has been a Project Initiation Document produced to outline the delivery of the Commissioner's Victim's Strategy. There has also been ongoing work to develop the Commissioning Framework as part of the Commissioner's Accountability Cycle which will be delivered before April 2014 in line with refreshing the Police and Crime Plan. The Nottinghamshire Victim Support Annual Review highlighted the continued support that the Force provides in helping victims of crime; there is a new Valuing Victims Intranet site for officers and staff to drive improved victim care and satisfaction.	A
PCP C1.2 Work with 'Victim Support' to secure funding for Anti-Social Behaviour Case Workers.	Following discussions with District Councils and Partners it was identified that there was no gap in funding for 2013/14. The future funding of Case Workers will be reviewed as part of the Victims' Strategy and Commissioning Framework.	G
PCP C1.3 Improve support to young victims of crime.	There has been ongoing work with Community Safety partners to review the needs of young victims which has been assessed and will form part of the Victims' Strategy. There is development work with 16-18 year olds experiencing domestic abuse through grant funding, together with further support for child victims of domestic abuse. Community Safety Partnership commissioning of Victim Support Work and SAFE Scheme for victims, and improving healthy relationships such as the Vibe project.	A
PCP C1.4 Through a better understanding, protect and reduce violence to young women and girls in gangs.	Work has been continuing with the Deputy PCC, Health Shop commissioned £10,904 to undertake preliminary work involving young women and girls and gangs, developing a multi agency process of identification of girls affected by gangs, identifying risk and developing pathways to enable appropriate support, together with work to offer early intervention support to girls involved in gangs. There is also a Report being produced for the Chairs of Strategic Partnerships Meeting for the 26 November to outline the National Response to Child Exploitation and local grooming.	A
PCP C1.5 Protect, support and respond to repeat victims of domestic abuse, especially high and medium risk.	The business case for continued commissioning has been produced, specifications for delivery of x3 Medium Risk Intervention Workers. There has also been the successful tendering and commissioning of the Academic Research for Medium Risk Repeat victims of domestic violence to the University of Leicester, which will run until August 2015. Community Safety Partnership commissioning of support workers for children such as the WAIS and NCHA, and also Equation. A HMIC Thematic Inspection of Domestic Violence has been commissioned by the Home Secretary to be completed by April 2014, with Nottinghamshire being Inspected on site from the 4 November 2013. SNB: Domestic Violence - Additional staffing of the 24h Domestic Abuse helpline, additional resources to MARAC.	A
PCP C1.6 Protect and support victims of sexual violence.	The Commissioner has signed up to the Barnardo's Pledge, and there has been a review of how the Force meets these standards. Further discussion will take place on the 26 November on the Governments Response to Sexual Exploitation and local grooming at the Chairs of the Strategic Partnership meeting. There is Community Safety Partnership funding allocated for Independent Domestic Violence Support,	A

	Rape Crisis.	
PCP C1.7 Improve BME experience of policing through better engagement and being more responsive to needs.	Following a commissioned research project, the Commissioner has approved the review and implementation of the x30 recommendations and report back to the BME Project Steering Group. A Joint Working Group has been established, chaired by the Commissioner with DCC Fish overseeing the programme of work which will be reported to the BME Project Steering Group on a regular basis. The Working Group is focussing on: stop and search, recruitment of police officers and PCSOs and their training.	**A**
Force Activities		
PCP F1.8 Working in partnership with other organisations to focus on hate crime.	Inaugural Hate Crime group held between Police and Partners. Performance pack in development. Funding has been provided through the Safer Nottinghamshire Board to the Hate Crime Champion to support a local strategy. The Community Safety Grant is also supporting a local voluntary organisation to establish a local strategy of reporting. **SNB: Hate Crime:** Work focussing on homophobia awareness training, development of ambassadors for the Gypsy community, victim support, and third party reporting.	**G**
PCP F 1.9 Ensure Stop and Search transparency and proportionality.	Stop and Search Live Dashboard up and running, enabling accurate management and analysis for each area and team. Stop and Search discussed at monthly Divisional Operational Reviews as standing item.	**A**
PCP F1.10 Ensure the police workforce continues to respect and represents the communities it serves.	The Force continues with its activities and implementation of its Public Engagement Strategy 2013-2018. A paper has been prepared showing the approach being taken and the work that is required to achieve the aim in the long term. Current BME representation in Force stands at 3.9% (August 2013). This shows little change from the proportion recorded in March last year, however the Force is in the process of recruiting new officers following a positive action campaign and therefore a change may be seen in the representation statistics in the coming months. The 3.9% figure is lower than the BME population of Nottinghamshire, which stands at 11.2% (Source: 2011 Census Data).	**A**
Partner Activities		
PCP P1.11 Promote and develop opportunities for local communities, individuals and businesses to work together to reduce crime.	There is the Commissioner's Engagement and Consultation Strategy and forward plan of consultation to identify priorities from local communities and businesses. Nottinghamshire Police are running a pilot with the Co-Operative chain of supermarkets looking at minimum standards of evidence for reporting. Nottinghamshire Police are currently working as the Primary Authority for the Co-Op, so any issues they get nationally in relation to retail crime on their premises, they will come to the Force first to advise / pilot, before putting anything into place in their stores in other parts of the UK. The Co-op have dedicated a member of their management team to work closely and regularly with the Force to roll out the pilot. When the pilot has been assessed, their plan is to roll it out nationally across all Co-Ops. **CDP:** Continuation of the Weeks of Action Programme which addresses local issues identified by the public. Locality working through the four tier model that problem solves local issues at a local level. Additionally a number of performance summits have been held (mobile phone theft, burglary and shop theft) and activity is now being delivered through various task and finish groups. The views of local businesses and local communities are an integral part of this approach.	**A**

	SNB: Work being led to focus on community regeneration and retail crime and substance misuse. **Violent Crime:** Development of family clinics for young people found in possession of drugs and alcohol. **Youth Issues:** Diversionary activity at Roch House, flats for homeless young offenders. **Positive Future – Bassetlaw / Ashfield:** Diversionary and educational training for young people. There was a Retail Crime Summit in August, and a Retail Crime Gold Group has been set up, with the Co-op, Sainsburys and Primark having all agreed to work in partnership and it is hoped that Asda and Tesco will also sign up.	
PCP P1.12 Improve witnesses and victims' experience and participation levels in the Criminal Justice system by removing barriers.	Work will be progressed through the development of the Victim's Strategy. There has been investment through the grant funding of McKenzie Friends at court (providing moral support; taking notes; helping with case papers; quietly giving advice on any aspect of the conduct of the case).	**A**

Theme: Priority 2 **Improve the efficiency, accessibility and effectiveness of the criminal justice process**	**What we have been doing?**	**Status (RAG)**
	Commissioners' Activities	
PCP C2.1 The Commissioner will work with Criminal Justice Partners to agree ways in which the Criminal Justice System can be more accessible to all communities.	Funding has been made available to providing support for victims of domestic violence and working with the Criminal Justice System, through IDVAs. The work of the BME project has contributed to identifying the 30 recommendations for improvements being progressed through the Working Group. The Commissioner has held a Restorative Justice Summit with key partners to ensure victims get the best deal and identify how this approach can be expanded. The Commissioner is hosting a national conference called Facing up to Offending on 3 December at Nottinghamshire Golf Club in Cotgrave. The Police and Crime Plan includes targets to reduce the number of ineffective trials at magistrates and crown courts.	**A**
PCP C2.2 Monitor the effectiveness of the Youth Justice and Criminal Justice System, including timeliness and compliance with national standards on sentencing decisions.	There is ongoing monitoring through the Performance and Insight packs and the update reports to the Strategic Resources and Performance Meetings as part of the performance management and the Commissioner's Governance Framework.	**G**
	Force Activities	
PCP F2.3 Improve the timeliness and quality of case files.	File Quality Monitoring System now in place. Monthly Performance report produced by OBSU Manager. Sergeants Accreditation process almost fully complete. In terms of the quality of files submitted, the error rate was **10.5%** for the Magistrates court and **56.9%** for the Crown Court.	**A**
PCP F2.4 Digitalise the way case files are produced and transferred.	Digitalisation of case files update - everything is now sent electronically from the Bridewell and Mansfield Custody suites bar Crown Court upgrade files (trial files). Newark custody suite is fully digitalised. Remand files are still sent via paper due to process issues with the Crown Prosecution Service; capacity is lacking for dealing with these pre court, so whilst the files are digitalised ready for upgrade, hard copies are also sent. Crown Court upgrades are in process- current progress is that all Early Guilty plea files are	**G**

	sent electronically. There is still a lot of manual input from the Police side in terms of delivering electronic files, but the main focus of work is now Crime and Justice working to ensure electronic capture.	
Partner Activities		
PCP P2.5 Improve the effectiveness and support of victims and witnesses going through the Criminal Justice System.	Work to be progressed through the development of the Victim's Strategy. This will be supported by Partnership activities and will involve a strategic assessment of need. Also redesigning the service. Year-to-date figures to July 2013 show that the current effective trial rate is **43.5%** for the Magistrates Court, and **42.6%** for the Crown Court, meaning that neither court is achieving the target 50% effective trial rate.	**A**
PCP P2.6 Ensure that all agencies deal fairly with offenders from all backgrounds.	Work to be progressed through the development of the Victim's Strategy. This will be supported by Partnership activities and will involve a strategic assessment of need. Also redesigning the service.	**A**
PCP P2.7 Promote and align community payback with local neighbourhood priorities to improve the local environment.	Nottinghamshire Probation Service manages a very successful community payback scheme, which is directly benefiting local communities and their environment. The Commissioner will be in discussion with Nottinghamshire Probation Service for Quarter 4 to take the action forward.	**A**
PCP P2.8 Develop opportunities to involve victims of anti-social behaviour and crime in neighbourhood justice.	The Nottinghamshire Police and Crime Commissioner has set up the Community Safety Partnership Fund specifically to assist small local groups to reduce crime and antisocial behaviour and protect and support victims of crime at neighbourhood level.	**A**
PCP P2.9 Providing public information on the sentencing and names of offenders.	The Force follows the Publishing Sentencing Outcomes Guidance and publishes public information on offenders on the Force Internet and the Force Intranet.	**A**

Theme: Priority 3 Focus on those local areas that are most affected by crime and antisocial behaviour	**What we have been doing**	**Status (RAG)**
Commissioners' Activities		
PCP C3.1 Combat crime and create safe public open spaces, such as the Forest Recreation in the City.	Agreed to fund £150k capital contribution to the development of the Forest Recreation.	**A**
PCP C3.2 Explore the benefits and evidence for creating safer school routes.	The Commissioner and Deputy Commissioner have been working with Nottingham Citizens to develop Safer School Route, which has been progressing with the Force and the introduction of tagging of routes and incidents to report alerts to Schools.	**A**
PCP C 3.3 Improve public transport safety and introduce with partners a safer Cab Scheme.	There has been an outline business case produced for the CCTV Scheme, which has been discussed and agreed with the Commissioner and Nottingham City Council with an anticipated start date for January 2014.	**A**
PCP C3.4 Continue to support partnership working on high impact neighbourhoods across the City and partnership priority areas across the County.	The Commissioner has maintained the same level of funding of £3m to local partnerships to provide community safety and victims' services. Funding has been made available by the Commissioner to the SNB of over £400k. To support work in the Nottinghamshire's Priority Plus areas there has also been a Force led review into the impact of priority plus on local neighbourhoods, which will be presented to the next SNB.	**A**

PCP C3.5 Work with partners to protect local natural environments from issues of trespass and damage and reduce rural crime of theft and improve cross border working.	This work is in its infancy, but there is commissioned focus on rural crime and the impact, with a report going to the Strategic Resources and Performance meeting on the Development of the Commissioners Social Responsibility Strategy which will in clue priorities for rural crime as part of the developing Action Plan which will be published by April 2014. Last year the Force hosted a Rural Crime Conference at Newark Showground. At this event the work of the Special Constabulary was introduced to encourage applications from rural communities. This will be peat this November. Officers with a stated desire to work in rural and isolated communities will be placed with the beat teams for these areas.	**A**
Force Activities		
PCP F3.6 Zero tolerance to violence.	Violence Strategy in place and Violence Gold Group in action. Peer review conducted by Merseyside Police. Plans in place through Violence Gold Group to address all areas of Violence, looking at Prevention, Intelligence, Enforcement, Investigation. **SNB**: To focus on DV medium risk, community engagement, ASB, violence and theft (Worksop SE,NW & S). To focus on violence, DV, ASB, substance misuse public awareness, and youth diversion (Carr Bank, Woodlands, Sutton E, Kirkby East, Hucknall Central, Hucknall East, Sutton Central). To focus on DV medium risk, community engagement, ASB, violence and theft (Castle, Magnus).	**G**
PCP F3.7 Work with partners to achieve a safe and secure night time economy for the City and other towns.	Night Time Economy related violence has decreased across Nottinghamshire. Work is undertaken with Community Safety Partnerships, the Nottingham City Crime and Drugs Partnership and Community Protection to achieve this. Achieving a safe and secure night time economy is a key strand and activity in the Alcohol Strategy and Action Plan. There are Community Safety Partnership projects that contribute to improving safety which include Street Pastors.	**G**
PCP F3.8 Work with social landlords, private landlords and other partners in combating anti-social behaviour.	Work is ongoing through CSP Performance groups and Locality boards working with Social Landlords, Student Landlords and Private landlords to combat crime and ASB. There has been a 'Tackling our Crime Priorities' workshop, focusing on reinvigorating Neighbourhood Watch, security, expanding the IOM remit and working in partnership with private social landlords. Two partnership Gold Groups have been set up to look at Burglary and Violence.	**G**
PCP F3.9 Reduce crime by designing out opportunities in residential, business and commercial developments.	Force have architectural liaison in place at Pre-Crime Unit, available for tasking through Divisional OPRs and CJ OPR. **SNB:** To focus on community regeneration (Netherfield and Colwick). To focus on retail crime and substance misuse (Eastwood South).	**G**
PCP F3.10 Improve the continuity of police officers to achieve sustainable workforce planning for neighbourhood policing and other specialist policing services.	This area of work is undertaken through the People Programme run through the Human Resources department and managed through the Operational Support project board.	**A**

Theme: Priority 4 Reduce the impact of drugs and alcohol on levels of crime and antisocial behaviour	What we have been doing	Status (RAG)
Commissioners' Activities		
PCP C4.1 Better alignment of partnership budgets to reduce alcohol and drug misuse.	The Commissioner has been jointly commissioning substance misuse services with Nottinghamshire County Council. Todate this work involves consultation and redesigning substance misuse services. It is likely that the service will be retendered next year. There are various projects being supported through the Community Safety Partnerships which includes Probation to commission and deliver projects to target identified 18-25 year olds, linking work to the Transforming Rehabilitation agenda. There has been a commitment to providing advice and support to vulnerable people and Hetty's Criminal Justice Family Interventions has received £25k to deliver preventative family intervention workshops focused on the impact of prisoners' drug and alcohol use on family members.	A
PCP C4.2 Work to ensure that alcohol is a strategic and resource priority for all partners.	There has been the Alcohol Conference, and the launch of the Strategy and Action Plan with ongoing negotiations and discussions with partners to deliver the plan by January 2014.	A
PCP C4.3 Work with local authorities to create safer night time economy.	Night Time Economy is a key strand within the Alcohol Strategy and Action Plan. Nottingham City Council are currently consulting on the introduction of a Night Time Levvy - which the Commissioner is supporting through a joint bid from the City and the County for Local Alcohol Action Areas.	A
Force Activities		
PCP F4.5 Continue to provide drug testing, assessment and wrap around support for drug misusing offenders.	Drugs Tactical Group in Operation. New drug testing policy in force has improved positive test rates. Cannabis dismantling team and Expert Witness team now in place. Integrated Offender Management programme continues.	G
Partner Activities		
PCP P4.6 Improve drug and alcohol treatment and assessment in custody, prisons and the community.	The CDP now has responsibility for the commissioning of substance misuse treatment services in HMP Nottingham. A new service to be delivered for both drugs and alcohol and by Nottinghamshire Healthcare Trust is now in due for implementation in the prison. The CDP is undertaking a review of the Crinimal Justice System drug treatment provision. With the changes underway in Probation, recommendations for a new system will be brought forward in 2014 for implementation in that year. The CDP is currently undertaking a review of adult alcohol treatment provision in Nottingham having been given responsibility for alcohol commissioning from April 2013. Recommendations for future commissioning will be brought forwards in 2014. The CDP is currently undertaking a review of young people's drug and alcohol treatment provision in the city. Recommendations for future commissioning will be brought forward in 2014.	A

	The above reviews all rely on robust analytical evidence, national guidance and local needs assessments to ensure improvements in treatment provision are delivered for Nottingham's citizens.	
PCP P4.7 Increase the use of Civil and Criminal Enforcement remedies to manage the impact of excessive drinking.	CDP: Community Protection pro-actively enforce the city's DPPOs and are working on considerations to expand the approach to the whole city. The Alcohol Diversion Scheme continues to run allowing for a legally directed treatment intervention for less serious offending.	**A**
PCP P4.8 Develop interventions to prevent and tackle 'legal highs' to address the impact on violent crime.	CDP: This work is now underway led by partners via the CDP to address new psychoactive substances (NPS) or 'legal highs'. The approach will include the updating and dissemination of harm reduction materials, ensuring that treatment systems are in place to accommodate need as well as the removal of NPS from Nottingham's shops by Community Protection Trading Standards.	**A**
PCP P4.9 Ensure the robust enforcement of licensing conditions of pubs and clubs causing the most concerns.	CDP: The City's Licensing Group chaired by a Nottinghamshire Police/Community Protection Inspector continues to ensure the proactive management of on-licensed premises through the close working of the responsible authorities.	**A**
PCP P4.10 Consider and explore the benefits of family drug and alcohol courts.	The benefits of family drug and alcohol courts will be explored as part of the implementation of the Alcohol Strategy and Action Plan.	**A**

Theme: Priority 5 **Reduce the threat from organised crime**	**What we have been doing**	**Status (RAG)**
	Commissioners' Activities	
PCP C5.1 Work in partnership to manage the national threat assessment and meet the Strategic Policing Requirement (cyber crime, terrorism, public order, and civil emergencies).	The Commissioner and Chief Constable review the capability and capacity to deliver the Strategic Policing Requirement. In terms of criminal intent and capability, the current threat from Serious, Organised Crime in Nottinghamshire can be described as significant and consistent but with evidence of successful disruption within the last 6 month period as a result of various Nottinghamshire Police and EMSOU operations. The strategic tasking and co-ordination group (STCG) has agreed a Force Control Strategy to meet the requirements as set out by the Strategic Policing Requirements. This document sets out the five threats in the SPR and defines actions and resources delivered / in delivery / and to be delivered in relation to capacity, contribution, capability, consistency, and connectivity. There is also HMIC Thematic Inspection of the Requirement which will be reported by April 2014. Any recommendations arising from the SPR inspection will be monitored through the Joint Audit and Scrutiny Panel.	**A**
PCP C5.2 Encourage greater regional collaboration between Forces for crime, criminal justice and operational support.	The Regional PCCs have commissioned an Inspection by HMIC on Collaboration. This will be reported to the PCC Regional Board, with an opportunity to seek agreement on the future direction and focus on collaboration. The Regional PCCs have identified a further £2.4m savings opportunity through agreeing in principle to bring further savings around operational support, special operations and resources.	**A**
PCP C5.3 Support the Ending Gang Partnership programme and enhance community involvement.	The Commissioner has made available funding to Nottingham CDP for the Ending Gang Programme. There is work commencing on the National Serious and Organised Crime Strategy and local implementation which will cover support for gangs and support local communities.	**A**

PCP C5.4 Promote activities to build active communities to improve relationships and community cohesion.	The Commissioner opened the first Bingham Safety Fair, which brought together a multitude of crime reduction organisations to provide free advice and information to the public. Community Grant funding has been commissioned and approved by the Commissioner with a focus on improving community relationships and cohesion. This includes - **Youth Issues:** Diversionary activity at Roch House, flats for homeless young offenders. **Positive Future – Bassetlaw / Ashfield:** Diversionary and educational training for young people.	**G**
Force Activities		
PCP F5.5 Co-operate and share information across force boundaries to manage risks and threats.	Links provided through Force Intelligence capability, now centrally managed, linking in with EMSOU and regional collaborations. There has been a Strategic Policing Requirement HMIC Inspection, with the final report published for April 2014. The Chairs of Strategic Partnership Meeting has discussed and supports an Information Sharing Protocol.	**G**
PCP F5.6 Pursue criminals through the courts to confiscate and seize assets to ensure no one profits from crime.	So far this year the Force has recorded a total order value of **£422,127.80** (last year; £441,056.88) which equates to an average order value of **£5,343.39**, an decrease of **1.9%** compared to the average order value recorded during the same period of last year	**A**
PCP F5.7 Ensure neighbourhoods are free from organised crime.	The year-to-date THR level is **slightly reduced** when compared to that recorded at the end of last year. The Force has launched mandatory training for police officers on OCGs and their impact on communities.	**G**
PCP F5.8 Proactively investigate and manage individuals involved in the sexual exploitation of women and children.	Centralised PPU units now in place within the Force with responsibility for this objective.	**G**
PCP F5.9 Deter and prevent the use of the roads by criminals through ANPR.	The Force has invested in 56 additional ANPR cameras positioned around the County division in addition to the 30 camera network already established around the City division. This camera network now covers all of Nottinghamshire's strategic roads and road network. All Operational Support vehicles have been equipped with new 3G mobile ANPR cameras. In addition to the camera network covering the county a Real Time Intelligence unit is being created, based in contact management, which will enable a rapid response to activations from the ANPR network. Nottinghamshire has a robust, comprehensive and well serviced ANPR network. HMIC have programmed an Inspection.	**A**
PCP F5.10 Promote road safety and reduce the number of people who are seriously injured or killed on the roads.	The Nottinghamshire Road Safety Assessment will be presented at the next SNB meeting. Although there are reductions in the total number of KSI's, further work is required around the fatal four road safety areas which includes speeding, drinking and driving, not wearing seatbelts and using a mobile phone while driving. Quarter 1 and 2 figures reveal that between January and June 2013, the Force recorded a 23.5% reduction in KSIs when compared to the same period of 2012. Operations Drosometer and Fatal 4 Operations have been run across the whole year to date.	**G**

Theme: Priority 6 Prevention, early intervention and reduction in reoffending	What we have been doing	Status (RAG)
Commissioners' Activities		
PCP C6.1 Work in partnership to address the mental health needs of offenders and the impact of substance misuse and alcohol.	There has been a HMIC review of Custody which has raised the profile of mental health needs of offenders. The Commissioner has been working with partners and key stakeholders to look at mental health of offenders, identifying key links to the Alcohol Strategy. The Commissioner has been supporting the introduction of the Force's Triage pilot in the City with Mental Health nurses going on patrol. There are plans underway to host a summit on Mental Health in the New year.	**A**
PCP C6.2 Provide positive activities for young people at most risk of getting involved in offending and anti-social behaviour.	The last Reducing Re-offending Board confirmed that there will be 3 work streams which will focus on IOM, Domestic Violence and High Risk and young adults. There have been dedicated grants identified to support young people, with examples including Catch 22 and Positive Futures. Various projects are being managed through the Community Safety Partnerships.	**A**
Force Activities		
PCP F6.3 Reduce re-offending and deter the number of persistent and problematic offenders through robust offender management (statutory and non-statutory), in addition to proactively managing dangerous offenders, perpetrators of domestic abuse and individuals involved in shoplifting.	Integrated Offender Management Programme well established and now including IOM ST for shoplifting offenders. DPMU and DASU centrally managed through PPU. The Integrated Offender Management (IOM) Scheme has had a minor refresh, will work being conducted around new populations with the focus on prolific offender management. There is work progressing through the SNB to establish with the DWP if benefit claims can be made prior to release from prison.	**G**
Partner Activities		
PCP P6.4 Actively manage through MAPPA dangerous sex and violent offenders to reduce the threat to communities.	Work progressing to reduce the threat to communities though the active management of the dangerous sex and violent offenders, with violence being prioritised through the partnerships and the Force's Gold Group.	**A**
PCP P6.5 Expand the use of restorative justice by partners and roll out the new conditional Youth Caution Scheme.	Work progressing on the development of the Restorative Justice Strategy, there is also the commissioned work on mapping, and there will be training to ensue consistent standards applied when rolling out.	**A**
PCP P6.6 Intervene early and provide support to complex and priority troubled families.	There is ongoing monitoring and focus on initiatives supporting troubled families, which includes help to improve youth crime and work to encourage people back into work. There is ongoing work with troubled families, which will be developed further, through the Chairs of the Strategic Partnerships meeting, with a focus on developing information sharing.	**A**
PCP P6.7 Save resources through co-location and shared services such as; AURORA, Targeted Youth Support, MASH, Local anti-social behaviour and Offender Management Teams.	In terms of performance the local and national re-offending figures are good with a reduction of 26%. The new youth conditional caution is making a real difference, the IOM work is successful and violence is down by 20%. **SNB**: Re-offending - Provision of monitoring and information to the Multi-agency Intelligence Team (MAIT),	**A**

	Young Adult Offenders project, a Probation representative on MASH, and support to the work streams of young adults and high risk. Drug intervention Programme - Support towards the Criminal Intervention Teams in Nottinghamshire, and development of Crown House as project base. Youth Justice Grant - diversionary activities aimed at youth offending in partnership plus areas.	

Theme: Priority 7 Spending your money wisely	What we have been doing	Status (RAG)
	Commissioners' Activities	
PCP C7.1 Create a partnership fund and provide resources to local communities to help resolve local problems and concerns.	The Commissioner has achieved this through the development of the Grants. The Community Safety Partnership Fund provides small grants of £25,000 or less to voluntary and community groups for projects which assist in reducing crime and protecting victims, witnesses and vulnerable people. There were 89 applications received at the end of May, requesting £1.4m. Following appraisal, 28 projects were approved to a value of £351,50.90. There is a diverse range of projects working in the following areas: Crimestoppers, Domestic violence, Drugs and alcohol, Hate crime, Neighbourhood Watch, Reducing re-offending, Restorative justice and Victims.	**G**
PCP C7.2 Build resource allocation for policing from zero based budgets to improve value for money.	The Commissioner commissioned a Base Budget Review conducted by Deloitte which has reported back on the Force budget and alignment with the Commissioner's priorities, comparison costs of Corporate Services and potential opportunities for new ways of working to help transform service delivery and reduce costs. The 5 PCCs across the East Midlands have commissioned HMIC to review the arrangements for collaboration between the five East Midlands police forces, with the report being published on the Commissioners web page on 11 November 2013.	**A**
PCP C7.3 Achieve greater financial savings from regional collaboration	The Commissioner in consultation with the Regional PCCs has identified further £2.4m opportunities for savings. The Regional PCC's have commissioned a HMIC review of the Collaboration, with the Commissioner representing Nottinghamshire on the Regional Efficiency Board.	**A**
PCP C7.4 Review the policing estate and custody arrangements in Worksop and the north of the county.	There has been a review of the Estates Strategy in the North of the County, this included an options appraisal to review the viability of reopening Worksop Custody, with a review and recommendations for 'Street to Suite'. The Estate has also been reviewed as part of the Base Budget Review conducted by Deloitte.	**A**
PCP C7.5 Build sustainability into policing and reduce the carbon footprint and improve energy management.	The Commissioner has led the Force to be the first Police Force in England and Wales to become a' Living Wage Employer'. There is a Commissioner's Report going to the Strategic Resources and Performance Meeting on the 20 November which outlines the Development of a Social Responsibility Strategy. There is a Working Group set up to develop the Strategy and the NOPCC is representing the Commissioner for developing the Governments Framework for Action on Corporate Responsibility through the Department for Business, Innovation and Skills. The Strategy will be developed for April 2014.	**A**

PCP C7.6 Recruit more volunteers, including cadets, Parish Constables, Specials, Neighbourhood Watch and 'Mystery Shoppers' to support of the work of the Commissioner.	Nottinghamshire Police has had a successful and ambition recruitment scheme for Cadets into the Force, and there is ongoing work to recruit more volunteers and Specials. The Commissioner has recruited x15 new volunteers who will be trained throughout December to go live in January 2014 focusing on public contact and engagement with Nottinghamshire Police. There are preliminary discussions underway to develop the concept of Parish Councils.	**A**
Force Activities		
PCP F7.7 Invest in police leadership and the development of sergeants and inspectors.	Support and development for 52 Officers in a 6-month period of Work Based Assessment for promotion to Inspector and Chief Inspector ranks, A mission-critical initiative for HR during 2013/14 to support first and second line managers with challenging conversations and to raise awareness about people management policy areas: discipline, grievance, dispute resolution, performance management and attendance management.	**G**
PCP F7.8 Improve the recruitment, retention and progression of for BME and other officers and staff to reflect the local community.	Positive action plans for recruitment, retention and progression are in place and monitored through the Strategic EDHR Board chaired by the Chief Constable.	**A**
PCP F7.9 Improve attendance by reducing sickness and stress related absence of police officers and police staff.	New Attendance Management policy in place, and compliance being monitored through Senior Management team meetings across the departments.	**G**
PCP F7.10 Redesign the Police workforce and expand the use of civilian investigators.	Civilian Investigators work stream reporting through the Operational Board- current recruitment activity undertaken with training to commence late October. Up to 35 Civilian investigators being recruited. Level 1 cohort first tranche goes live at the end of November. The wider workforce modernisation programme of activity is under review through the Transformation Board.	**A**

For Information	
Public/Non Public*	**Public**
Report to:	**Strategic Resources and Performance Meeting**
Date of Meeting:	**20th November 2013**
Report of:	**The Chief Constable**
Report Author:	**Kate Hemstock**
E-mail:	**kate.hemstock@nottinghamshire.pnn.police.uk**
Other Contacts:	
Agenda Item:	**5**

Performance & Insight Report

1. Purpose of the Report

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

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 performance in line with the Force priorities.

4. Summary of Key Points

4.1 Appendices A - AB provides an overview of performance for each of the seven strategic themes as per the Police and Crime plan.

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 Please see attached Appendices A - AB.

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, Joint Performance Board, Corporate Government Board and the Force Executive Board meetings on a monthly basis.

12. Appendices

12.1 Appendices A – AB Performance and Insight report by the seven strategic themes.

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

13. There are no background papers relating to this report.

NOTTINGHAMSHIRE POLICE
PROUD TO SERVE

Corporate Services

Performance & Insight Report

Themes 1 - 7

Performance to September 2013

Strategic Priority Theme 1: Protect, support and respond to victims, witnesses and vulnerable people					
Measure		Target Profile	Current Performance – 12 months to July 2013[1]		
			Target	Trend	Summary
1	% of victims of crime that are completely, very or fairly satisfied with the service they have received from the police	▪ 90% ▪ To be in the top five Forces nationally	-2.8pp[2] ●	+0.1pp ↔	Performance is stable when considering the long term trend with the Force remaining below the **90%** target. Satisfaction for incidents in the 12 months to July is **87.2%.** It was 87.1% for the comparative period in the previous year. The Force is in line with peers nationally and is above the Most Similar Group (MSG) average (based on 12 months of interviews ending June 2013). The gap between the two divisions has closed (City **86.3%**, County **88.0%**) with the County evidencing improvement in Burglary Dwelling. Theft from vehicle crime satisfaction is also a key differentiating factor between the divisions, with the City experiencing a negative trajectory over the last year. Further details on this measure are available at **Appendix B**.
2	% of victims and witnesses satisfied with the services provided in court	▪ 90% satisfied with service received ▪ 85% feel confident to give evidence in court ▪ Improved satisfaction levels compared to 2012-13	+3.8pp ●	↔[3]	In September, **98.4%** of victims and witnesses were satisfied or very satisfied with the services provided in Court and the **90%** target has been achieved in eight of the last nine months. Year-to-date figures show an average satisfaction level of **93.8%** (April - September 2013), while **88.0%** felt confident to give evidence (April - June 2013). Further details on this measure are available at **Appendix C**.
3	% of people who agree that the Police and Council are dealing with local Anti-Social Behaviour and other crime issues	▪ 60% by 2015-16	-10.6pp ●	-12.0pp ↓	**There is no new data on this measure.** Performance is below target following a further dip in agreement levels since the previous quarterly results. The agreement level is **49.4%** for 12 months interviews ending March 2013. The Force has lost ground on peers and there is a statistically significant disparity to the national average. Further details on this measure are available at **Appendix D**.

[1] *Unless otherwise stated. Where different date parameters apply, this will be detailed in the summary for the measure*
[2] *Percentage points*
[3] *Should be treated with caution due to limited amount of data available*

Strategic Priority Theme 1: Protect, support and respond to victims, witnesses and vulnerable people					
Measure		Target Profile	Current Performance – 12 months to July 2013[1]		
			Target	Trend	Summary
4	% reduction of people that have been repeat victims within the previous 12 months	▪ Reduce the number of repeat victims of Domestic Abuse, Hate Crime & Anti-Social Behaviour by 5% year on year compared to 2012-13	-8.1% ●	-12.1% ↓	Year-to-date (April to September 2013) there has been a **12.1%** reduction in the number of people that have been repeat victims of domestic violence, hate crime or Anti-Social Behaviour (ASB) within the previous 12 months, when compared to the same period of last year. This equates to **665** fewer repeat victims. The Force is currently achieving target on this measure, with the strong performance driven by a reduction of **17.1%** in repeat ASB victims when compared with the same period last year. In terms of repeat victims of domestic violence, the Force is currently experiencing an increase of **10.1%** (71 victims) when compared to last year, while repeat victims of hate crime have increased from 22 last year to 36 this year. Whilst these increases are not impacting on the overall performance position for this measure, they are of concern, and are discussed further at **Appendix E**.
5	The number of people Killed or Seriously Injured (KSIs) on Nottinghamshire's roads	▪ 40% reduction in all Killed and Seriously Injured (KSIs) by 2020 (from 2005-2009 average)	-18.8% ●	-23.5% ↓	Quarter 1 and 2 figures reveal that between January and June 2013, the Force recorded a **23.5%** reduction in KSIs when compared to the same period of 2012. This equates to **64** fewer people Killed or Seriously Injured on Nottinghamshire's roads, and means that the Force is currently on course to meet the long term target reduction for this measure. The reduction has been driven by a large reduction in fatalities (**31.3%** or 5 KSIs), while serous injuries have also reduced by a healthy **23.0%** (59 KSIs). The vulnerable road groups show the greatest reductions, with motorcyclist and pedestrian KSIs reduced by more than 30%, and pedal cyclists down by 19.0%. A detailed report on KSI performance including the latest quarter two data and an overview of current road policing operations can be viewed at **Appendix F.**

Strategic Priority Theme 1: Protect, support and respond to victims, witnesses and vulnerable people					
Measure		Target Profile	Current Performance – 12 months to July 2013[1]		
			Target	Trend	Summary
6	Average time taken to locally resolve allegations about the conduct of employees arising from public complaints will reduce to 35 days by 2015[4]	▪ **INTERNAL TARGET** Average of 43 days to locally resolve allegations by 2013-14	+68.0% ●	-16.4% ↔	Long-term performance is stable however there is evidence of deterioration in the short-term. The average number of days to locally resolve allegations in the year to the end of August 2013 is **72 days**, and the disparity to the 2013-14 target timescale has stabilised in the last quarter. In the last 12 months around 37% of local resolutions were achieved within 43 days. The latest IPCC data[5] shows Nottinghamshire to be below both the national and MSG averages. A detailed report on this measure can be viewed at **Appendix G**.
7	Average time to locally investigate allegations about the conduct of employees arising from public complaints will reduce to 120 days by 2015	▪ **INTERNAL TARGET** Average of 150 days to locally investigate allegations by 2013-14	+30.0% ●	+6.5% ↔	Long-term and short-term performance is broadly stable. The average number of days to locally investigate allegations in the year to the end of August 2013 is **195 days** which is 45 days from target. In the last 12 months around 46% of local investigations were achieved within 150 days. The latest IPCC data[6] shows Nottinghamshire to be below the national average and in line with the MSG average. A detailed report on this measure can be viewed at **Appendix H**.

[4] *Public complaints measures do not form part of the current Policing and Crime Plan but are proxy indicators for strategic priority theme 1*

[5] *Source: Police Complaints Information Bulletin (Interim Bulletin) – Nottinghamshire Police, Reporting Period April 2012 to March 2013, published by the Independent Police Complaints Commission. The IPCC has advised that some information is missing and that a full bulletin for April 2012 to March 2013 will be published in the summer of 2013. In particular the bulletin does not reflect the changes introduced to the complaints system by the Police Reform and Social Responsibility Act 2011.*

[6] *Source: Police Complaints Information Bulletin (Interim Bulletin) – Nottinghamshire Police, Reporting Period April 2012 to March 2013, published by the Independent Police Complaints Commission. The IPCC has advised that some information is missing and that a full bulletin for April 2012 to March 2013 will be published in the summer of 2013. In particular the bulletin does not reflect the changes introduced to the complaints system by the Police Reform and Social Responsibility Act 2011.*

Strategic Priority Theme 2: Improve the efficiency, accessibility and effectiveness of the criminal justice process					
Measure		Target Profile	Current Performance – Year-to-date to August 2013[7]		
			Target	Trend	Summary
1	% of Crown Court and Magistrate Court files to be submitted by the police to the CPS on time and without deficiencies	▪ To improve the current timeliness and quality of files	CC Error Rate -0.7pp ● CC Timeliness -6.0pp ● MC Quality +1.0pp ● MC Timeliness +0.7pp ●	↔[8]	Performance on this measure remains stable in the short-term, however it is not possible to make accurate long-term judgments regarding trend due to a lack of data[9]. The Crown Court shows the stronger performance this month, with improvements in both file quality and timeliness meaning that the target has been achieved. Performance in August is particularly strong, with both the error and late rates for the Crown Court at their lowest level this year. Performance in terms of the Magistrates Court files is not as strong, with this area failing to meet either the quality or the timeliness target. Examination of monthly data reveals that the error rate for Magistrates Court files has been increasing since the start of the year, reaching a peak in August, and the late rate is now increasing following an earlier period of improvement. More detail is available at **Appendix I**.
1	Crown Court and Magistrates Court conviction rates	▪ To be better than the national average ▪ To be consistently in line with CPS national averages	CC +3.2pp ● MC 0.0pp ●	↔	Nottinghamshire Criminal Justice Area is showing a conviction rate for the month of August 2013 of **84.1%** for cases prosecuted through the Magistrates' Courts (MC) and **83.7%** for cases prosecuted through the Crown Court (CC). The year-to-date conviction rate for the Crown Court stands at **84.5%**, and although this shows some deterioration when compared to the **87.0%** recorded at the end of quarter one, the Crown Court continues to meet target on this measure, having a higher rate than the national average of **81.3**%. The Magistrates Court is close to target, having recorded a year-to-date rate of **84.7%**, the same as the national rate for the same period. More detail on this measure is available at **Appendix J**.

[7] *Unless otherwise stated. Where different date parameters apply, this will be detailed in the summary for the measure*

[8] *Performance on all of the criminal justice measures remains stable in the short-term, however it is not possible to make accurate long-term judgments regarding trend due to a lack of available data*

[9] *Where information on direction of travel is provided for this measure, it will reflect the current month's position compared to last months position.*

Strategic Priority Theme 2: Improve the efficiency, accessibility and effectiveness of the criminal justice process					
Measure		Target Profile	Current Performance – Year-to-date to August 2013[7]		
			Target	Trend	Summary
2	% of effective trials in the Magistrates' and Crown Courts	▪ Reduce % of ineffective trials compared to 2012-13 ▪ Achieve an effective trial rate of 50% for Crown Court and 50% for Magistrates Court	CC -8.2pp ● MC -7.2pp ●	↔	Year-to-date figures to August 2013 show that the current effective trial rate (year-to-date) is **41.8%** for the Crown Court, and **42.8%** for the Magistrates Court, meaning that neither court is achieving the target 50% effective trial rate. Performance across both courts has been fairly static over the last 14 months. While both courts are recording an increase in rate when compared to last year, this increase is relatively small. Current trends suggest that the 50% target will be a challenging one to achieve this year. More detail on this measure is available at **Appendix K**.

Strategic Priority Theme 3: Focus on those local areas that are most affected by Crime and Anti-Social Behaviour					
Measure		Target Profile	Current Performance – Year-to-date to September 2013		
			Target	Trend	Summary
1	Reduction in All Crime across the Force	▪ 10% reduction compared to 2012-13	+12.9% ●	+3.3% ↑	The Force continues to record an increase in All Crime volume when compared to last year, and although the performance picture has improved since the start of the year, the Force is noticeably over target on this measure and performance remains of concern. In terms of divisional performance, the City is currently experiencing the larger percentage increase in offence volume, with a **3.7%** (550 offences) increase, compared to the County's 3**.0%** (570 offences) increase. The Theft and Handling and Violence Against the Person offence groups continue to drive the current All Crime increase, although it is the Burglary Dwelling offence group which is experiencing the largest percentage increase in offences year-to-date (22.8% or 403 offences). A full table showing performance by crime type can be viewed at **Appendix M**. The Force's Priority Areas show mixed performance, with more than half recording increases as seen at Force level. A summary table of performance on these areas can be viewed at **Appendix N**. The Policing Plan target for this measure is a 10% reduction in All Crime during 2013/14, and based on current performance to date, the Force will require a significant reduction in offences in order to achieve target by the end of the year. Current performance for All Crime is discussed in more detail at **Appendix L**.

Strategic Priority Theme 3: Focus on those local areas that are most affected by Crime and Anti-Social Behaviour					
Measure		Target Profile	Current Performance – Year-to-date to September 2013		
			Target	Trend	Summary
2	Reduction in Anti-Social Behaviour incidents across the Force	▪ 8% reduction year on year, from 2013-14 to 2015-16 ▪ A 50% reduction in ASB incidents across the Force by 2015-16 compared to 2011-12	-3.0% ●	-10.9% ↓	The Force continues to record a reduction in Anti-Social Behaviour (ASB) incidents, with 2,415 fewer incidents recorded this year compared to last. Performance is similar across the Forces BCUs, with year-to-date reductions of **6.5%** (593 incidents) on the City, and **14.0%** (1,822 incidents) on the County. Although the Force is currently achieving target on this measure, recent reductions have been smaller than those seen last year and downward momentum continues to slow. More information on this, including details of areas of concern are discussed at **Appendix O**. A full breakdown of ASB incidents by area can be viewed at **Appendix P**.
3	The detection rate (including Positive Outcomes) for recorded offences	▪ A rate of 37% (including positive outcomes) for All Crime ▪ To monitor Home Office disposals as follows; Charge/Summons, Caution/Reprimand/Warning Taken into consideration, Penalty Notice for Disorder, Cannabis Warning, Community Resolution.	-7.8pp ●	-5.5pp ↓	The overall year-to-date detection rate of **31.1%** is considerably lower then the current target of **37.0%,** and is also below the **36.6%** rate recorded last year. Detection rates on the BCUs are similar to those seen at Force level (**32.0%** on the City, **30.4%** on the County). The current detection rate is **5.5** percentage points lower than the rate recorded last year, and this has been driven by both an increase in offence volume, and a decrease in the volume of detections recorded (**6.7%** or 843 less detections compared to last year). With the exception of Community Resolutions, all of the main types of disposal have shown a reduction this year; with the reduction in offences Taken Into Consideration (TICs) of most concern. Further detail on the Forces current detections performance can be viewed in **Appendix Q**.

Strategic Priority Theme 4: Reduce the impact of drugs and alcohol on levels of Crime and Anti-Social Behaviour					
Measure		Target Profile	Current Performance – Year-to-date to September 2013[10]		
			Target	Trend	Summary
1	Number of alcohol related admissions to hospital	▪ A reduction in the number of alcohol related admissions to hospital compared to 2012-13	-11.1% ●	-11.1% ↓	The volume of admissions in quarter four of 2012/13 was; **1,405** for Nottingham City, **4,150** for Nottinghamshire County. These totals represent sizeable decreases for both Nottingham City **(-18.5%** or 319 fewer admissions) and Nottinghamshire County (**-8.3%** or 374 fewer admissions), meaning that the Force has achieved the target of a reduction in admissions, with an overall reduction of 11.1% or 693 less admissions. When considering rates of admission per 100,000 population the East Midlands region compares favourably to the national picture, with a reduction in rate of **8%** compared to **3%** for England as a whole. More detail can be viewed at **Appendix R**.
1	The number of alcohol related crimes (proxy measure)	▪ Monitor the number of crimes which appear alcohol related	N/A	N/A	Year-to-date figures reveal that **15.4%** of All Crime in Force was alcohol related, compared to **18.0%** last year. (Year-to-date: City **17.1%,** County **14.2%**). Due to current recording limitations there is no target for this measure and the current results should be treated with some caution during the monitoring phase. Improvements in recording practices will be monitored this year with a view to setting a target in later years. A detailed report on this measure is available to view at **Appendix S**.

▪

[10] *Unless otherwise stated. Where different date parameters apply, this will be detailed in the summary for the measure*

2	% of successful completions of OCU and non OCU (Opiate and Cocaine Users)	▪ 1% increase compared to 2012-13	OCU -2.2pp ●	-1.2pp ↓	This measure is based on the proportion of Opiate and Cocaine Users (OCU) and Non-Opiate and Cocaine Users (Non-OCU) who have successfully completed drug treatment programmes. In the 12 months to June 2013 the successful completion rate for OCUs was **9.7%**. This is a slight deterioration on the rate recorded during 2012/13, meaning that the target has not been achieved, although the Force is close to target at only 2.2pp away. During the same period the success rate for non-OCUs was 43.2%, also a deterioration when compared to the previous year. In terms of a City and County performance, performance on both BCU's shows signs of deterioration with current completion rates for both OCU and non-OCU lower than in the previous period. More detail on this measure is available at **Appendix T**.
			Non-OCU -4.2pp ●	-3.2pp ↓	

Strategic Priority Theme 5: Reduce the threat from organised crime					
Measure		Target Profile	Current Performance – Year-to-date to September 2013		
			Target	Trend	Summary
1	The number of Proceeds of Crime Act (POCA) confiscation and forfeiture orders	▪ 10% increase (year on year) in the numbers of confiscation and forfeiture orders compared to 2012-13	-18.4% ●	-7.1% ↓	The target for this measure is to increase the number of confiscation and forfeiture orders and the Force has actually recorded a decrease in the number of orders, with **92** orders this year compared to **99** last year (a reduction of **7.1%**). This reduction in the number of orders means that the Force has not achieved the target volume of orders year-to-date, with **92** orders compared to a target of **109** orders, meaning that the Force has fallen short of target by **17** orders or **18.4%** based on year-to-date figures. So far this year the Force has recorded a total order value of **£445,645.04** (last year; £901,226.81) which equates to an average order value of **£4,843.97**, a decrease of **46.8%** compared to the average order value recorded during the same period of last year, however this has been influenced by a significant high value order obtained in September last year. Performance for this measure is discussed in more detail at **Appendix U**.

Strategic Priority Theme 5: Reduce the threat from organised crime					
Measure		Target Profile	Current Performance – Year-to-date to September 2013		
			Target	Trend	Summary
2	Force threat, harm and risk (THR) assessment level	▪ To reduce THR to below the 2012-13 level	●	↓	**There is no updated information available for this measure and as this summary provides all of the current information, there is no additional report for this measure.** The current THR level is **slightly reduced** when compared to that recorded at the end of last year. In terms of criminal intent and capability, the *current threat* from Serious, Organised Crime in Nottinghamshire can be described as **significant** and **consistent** but with evidence of **successful disruption** within the last 6 month period as a result of various Nottinghamshire Police and EMSOU operations. From an intelligence perspective, despite this successful disruption the recent and upcoming prison release of key individuals linked to organised criminality means that it is likely that the medium term threat from Serious, Organised Crime in Nottinghamshire will not change from its current threat status of **significant** and **consistent**.

Strategic Priority Theme 6: Prevention, early intervention and reduction in re-offending					
Measure		Target Profile	Current Performance – Year-to-date to September 2013[11]		
			Target	Trend	Summary
1	First-Time Entrants (FTEs) into the Youth Justice System	▪ 10% reduction (year on year) compared to 2012-13	-23.8% ●	-27.3% ↓	There have been 200 First-Time Entrants (FTEs) into the Youth Justice System this year. This is a reduction of **27.3%** (75 FTEs) compared to last year. The current year-to-date target has been achieved. Currently **23.8%** or **48** FTEs better than target. The largest reduction this year is seen on the County, where a **47.2%** reduction was recorded, while the City recorded a reduction of **6.0%**. The use of Restorative Justice disposals and Community Resolutions came into force at the beginning of 2012-13 and it is expected that as it gathers momentum there will be less FTEs year on year. Further detail on this measure can be viewed at **Appendix V**.
2	National – reduce the offending of offenders managed and supervised by Integrated Offender Management (IOM) that cause significant harm Local - Acquisitive Crime Cohort, high risk of harm offenders and young adult offenders (18-21years)	▪ 10% reduction (year on year) compared to 2012-13 ▪ Reduce (proven) reoffending to be below the national average ▪ To monitor the Acquisitive Crime Cohort, high risk of harm offenders and young adult offenders (18-21years)	+3.0pp ●	N/A	National data published by the Ministry of Justice covering the 12 months to September 2011 suggests that Nottinghamshire had a 'proven' re-offending rate of **37.0%**, **3.0** percentage points above the national average of **34.0%**, placing the Force 32nd out of 36 areas. Further detail on this measure, including information on the Force's current IOM cohort, can be viewed at **Appendix W**.

[11] *Unless otherwise stated. Where different date parameters apply, this will be detailed in the summary for the measure*

Strategic Priority Theme 7: Spending your money wisely

Measure		Target Profile	Current Performance – Year-to-date to September 2013[12]		
			Target	Trend	Summary
1	Make efficiency savings	▪ Save £8.6m by March 2014	N/A	N/A	The Government's grant has reduced significantly and in order to balance the budget, savings of **£8.6m** need to be made in 2013-14. Detailed plans are in place to ensure the savings target is met. However, it is too early in the year to make sensible measure of progress against the target. Confirmed efficiencies are currently being made through staff savings and savings from Fleet, Estates and Collaboration.
2	Ensure balanced budget	▪ Overall spend v budget	+0.2% ●	N/A	The full year net revenue budget for 2013-14 is £196.998m. Actual net expenditure for April – September 2013 was £99.030m against a budget of £98.806m for the same time period. The resulting position against budget was an over spend of £0.224m (+0.2% of budget), meaning that the Force is currently over budget and is within target at this time. More detail on this measure can be viewed in **Appendix X**.
3	Total number of days lost due to sickness (Officer)	▪ 3.7% for Officers and Staff (8.2 days)	+9.4% ●	-13.4% ↓	The latest 12 month rolling sickness data for the Force has shown that officer sickness reduced to 4.05% in September 2013 from 4.53% in March 2013 and 4.67% when the updated Attendance Management policy was implemented at the end of October 2012. This compares to 4.68% in September 2012. The reduction appears to coincide with the implementation of the updated Attendance Management policy at the end of October 2012, and HR is continuing to work closely with line managers to deal with outstanding sickness issues in order to enable to the Force to meet target on this measure. Officer sickness absence in the 12 months to September 2013 amounted to a cost to the Force of £4.1m. This has reduced from £4.8m as at the end of October 2012 when the revised policy was introduced. More detail on this measure can be viewed in **Appendix Y.**

[12] *Unless otherwise stated. Where different date parameters apply, this will be detailed in the summary for the measure*

Strategic Priority Theme 7: Spending your money wisely					
Measure		Target Profile	Current Performance – Year-to-date to September 2013[12]		
			Target	Trend	Summary
3	Total number of days lost due to sickness (Staff)	▪ 3.7% for Officers and Staff (8.2 days)	+2.7% ●	-12.0% ↓	Staff sickness is currently on target, with 12 month rolling figure of 3.80% against the 3.7% target. This represents a notable improvement in performance, with the equivalent figure at the end of October 2012 being 4.44%. More detail on this measure can be viewed in **Appendix Z**.
4	BME representation	▪ To reduce the gap in current Black Minority Ethnic (BME) representation within the Force and local BME community representation in respect of: Recruitment for officers and staff to reflect the local community	●	+0.1% ↔	Current BME representation in Force stands at 3.9% (September 2013). This shows little change from the proportion recorded in March last year, however the Force is in the process of recruiting new officers following a positive action campaign and therefore a change may be seen in the representation statistics in the coming months. The 3.9% figure is lower than the BME population of Nottinghamshire, which stands at 11.2% (Source: 2011 Census Data).
Proxy measures:					
5	Overtime Budget	▪ Maintain overtime spend below budget	+29% ●	-13% ↑	The Force's overtime expenditure during the year to September 2013 was £2.545m, which is an overspend of £0.574m against a budget of £1.971m. The main operations were: Op Sponsor (£0.105m, rechargeable), Op Accelerate (£0.100m), Op Embolite (£0.036m), Op Enamelled (£0.025m), Op Solentina (£0.022m, rechargeable). More detail on this measure can be viewed in **Appendix AA**.
6	Establishment	▪ Officer establishment 2,109 ▪ Staff establishment 1,642	● ●	N/A	Targets quoted are for March 2014. Officer and PCSO recruitment is in process which will help get levels up to target. More detail on this measure can be viewed in **Appendix AB**.

Appendix A

User Guide to the Performance and Insight Report

This document sets out a summary of the performance of Nottinghamshire Police in relation to key measures to deliver against the strategic priority themes as set out in the Police and Crime Plan 2013-18.

The seven themes are used to provide direction and focus to support the delivery of the Police and Crime Plan and are as follows:

- Theme 1: Protect, support and respond to victims, witnesses and vulnerable people
- Theme 2: Improve the efficiency, accessibility and effectiveness of the Criminal Justice system
- Theme 3: Focus on those local areas that are most affected by Crime and Anti-Social Behaviour
- Theme 4: Reduce the impact of drugs and alcohol on levels of Crime and Anti-Social Behaviour
- Theme 5: Reduce the threat from organised crime
- Theme 6: Prevention, early intervention and reduction in offending
- Theme 7: Spending your money wisely

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

The summary tables in the front of the report provide an overview of current performance for each of the key measures, and these tables are organised according to the seven strategic themes. The information provided in the tables is as follows:

Measure and Target Profile columns
These provide a description of the measure and the target set by the Police and Crime Commissioner

Target column
Shows current performance against target. Where available, this will be shown as a numeric (mainly percentage) value along with a direction of travel, so for example; -10% on the ASB measure would denote that current volume is 10% lower than target volume. This numeric value will be accompanied by a coloured circle showing whether the measure is on target, close to achieving target or not achieving target, as shown in the box below.

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

Trend column
Provides an indication of current trend and direction of travel. As with the target column, this data will be presented, where possible, as a numeric (again usually percentage) value. For the majority of measures this figure will represent the change in performance when compared to the equivalent period of the previous year, with a + or – symbol denoting the direction of travel, i.e. whether the change is an increase or decrease on the previous position. This figure will be accompanied by an arrow which provides an indication of current trend, with the direction of the arrow representing direction of travel (increase, decrease or stable) and the colour of the arrow showing whether this is positive, neutral or negative performance (as an increase in a measure such as detection rate will be positive performance, whereas an increase in a measure such as All Crime will be negative). This is summarised in the box below.

KEY to Performance Comparators	
Trend	
↑	Increase – Improvement in Performance
↓	Decrease – Improvement in Performance
↔	Stable Trend – little change in Performance
↑	Increase – Deterioration in Performance
↓	Decrease – Deterioration in Performance

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

Diagnosing Exceptional Performance
Any measures which are demonstrating exceptional performance will be discussed in further detail in the appendices of the report. Where this is the case it will be stated in the summary for that measure. A measure will be considered an exception if it is significantly off target, has a deterioration in recent performance, (for example a marked decrease in satisfaction levels) or if there are any other significant changes in performance which are of concern.
Fur the purposes of this report, the statistical techniques applied to determine statistically significant changes in performance for the majority of the measures examine the standard deviation, the moving range and linear regression using pearsons correlation coefficient and t-tests.

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

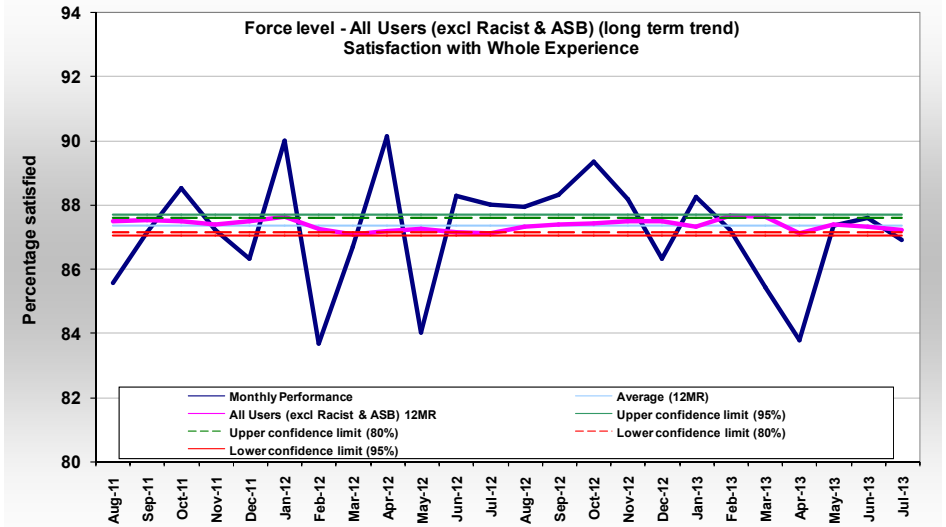
Commonly used acronyms
ASB – Anti-Social Behaviour
BCU – Basic Command Unit
BME – Black Minority Ethnic
CSEW – Crime Survey for England and Wales
HMIC – Her Majesty's Inspectorate of Constabulary
MSG – Most Similar Group of Forces; or Most Similar Group of BCU's
PCC – Police and Crime Commissioner
PSD – Professional Standards Directorate
RTC – Road Traffic Accident

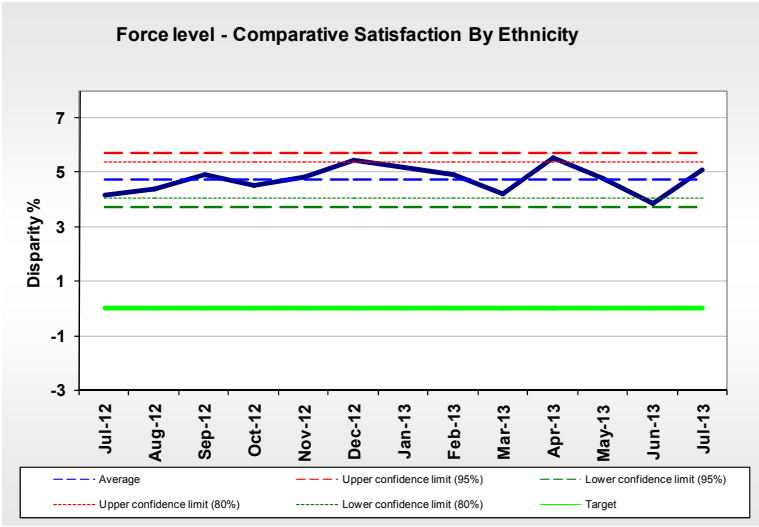
Data Sources	
Theme 1: Protect, support and respond to victims, witnesses and vulnerable people	
Satisfaction with serviced received from police	Nottinghamshire Police internal user satisfaction surveys
Victim and witness satisfaction with court services	Victim Support Witness Service Quality of Service forms collected from Nottinghamshire courts
Confidence in police and local council	Crime Survey for England and Wales (formally the British Crime Survey)
Repeat victims	Nottinghamshire Police CRMS Crime Recording & Management System and Vision Command & Control system
Persons Killed or Seriously Injured on the roads	Nottinghamshire Road Safety Team and Force internal POETS incidents system
Complaints	Nottinghamshire Police internal Centurion system
Strategic Priority Theme 2: Improve the efficiency, accessibility and effectiveness of the criminal justice process	
Court file timeliness and quality	Nottinghamshire Police Crime and Justice department
Court conviction rates	HM Courts Service
Court effective trial rates	HM Courts Service
Strategic Priority Theme 3: Focus on those local areas that are most affected by Crime and Anti-Social Behaviour	
All Crime Detection Rate	Nottinghamshire Police CRMS Crime Recording & Management System
ASB	Nottinghamshire Police Vision Command & Control system
MSG and national comparisons	Home Office Project Fusion website
Strategic Priority Theme 4: Reduce the impact of drugs and alcohol on levels of Crime and Anti-Social Behaviour	
Alcohol-related admissions to hospital	Public Health England LAPE website
Successful completions of OCU and non OCU	Nottinghamshire County Council

Data Sources	
Strategic Priority Theme 5: Reduce the threat from organised crime	
POCA confiscation and forfeiture orders	Force internal Joint Asset Recovery Database
Force threat, harm and risk level	Nottinghamshire Police Intelligence Team
Strategic Priority Theme 6: Prevention, early intervention and reduction in re-offending	
First-Time Entrants	Nottingham City and Nottinghamshire County Youth Offending Teams
Re-offending	Home Office
Strategic Priority Theme 7: Spending your money wisely	
Efficiency Savings	
Balanced Budget	Nottinghamshire Police e-financials General Ledger
Staff and Officer Sickness	Nottinghamshire Police HRMS
BME Representation	Nottinghamshire Police HRMS

Appendix B

Strategic Priority	**Theme 1 – Protect, support and respond to victims, witnesses and vulnerable people**
Measure	***Percentage of victims of crime satisfied with the service they have received from the Police***
Target	*90% completely, very or fairly satisfied with the service they have received (to be in the top five forces nationally)*





Source: Nottinghamshire Police User Satisfaction Surveys for incidents reported to the end of July 2013 (completely, very or fairly satisfied with whole experience).

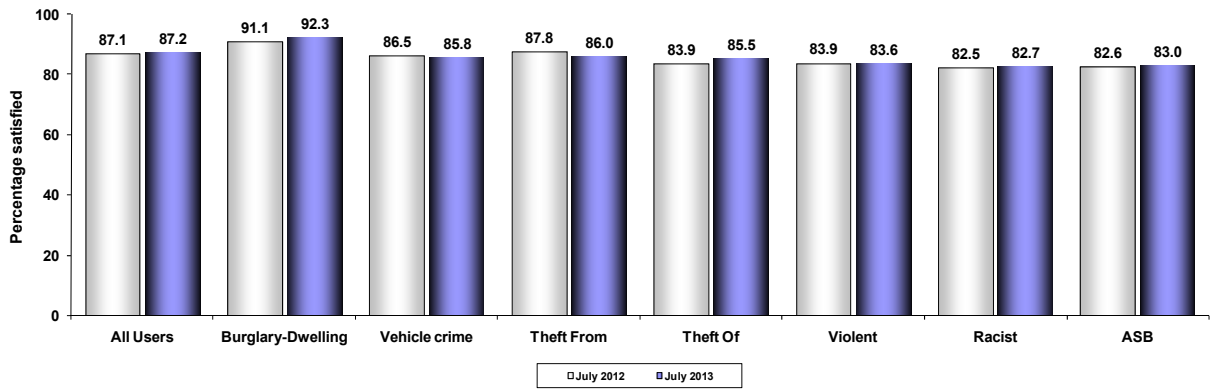
12 months-to-date performance:	**87.2%** for incidents reported in the 12 months to the end of July 2013
Target performance:	Currently **2.8 percentage points** below target

Insight

Progress has been relatively steady over the last year, as can be observed in the chart on the preceding page[13]. The Force remains within three percentage points of achieving the target profile for the 'All Users' group and has exceeded the target if one considers dwelling burglary.

Nottinghamshire Police has lost ground on peers as other forces have seen positive movement during the last quarter. Nottinghamshire is eighteenth nationally for overall satisfaction while retaining third place in the MSG[14]. The Force requires a 2.1 percentage point improvement to match the fifth highest ranked force in England and Wales[15].

The gap between the two divisions has closed again (City 86.3%, County 88.0%) with the County still evidencing year-on-year improvement in dwelling burglary. In terms of command areas, City Central, City North and City South are performing in line for 'All Users' satisfaction. South Nottinghamshire is performing better than the Force overall, while Mansfield & Ashfield remains below average. Dwelling burglary and vehicle crime satisfaction, particularly theft from vehicle crime, are the key differentiating factors between the divisions. Bassetlaw, Newark & Sherwood has made strong progress in respect of burglary, while City North has seen a real advance in theft of vehicle crime satisfaction.



At force level, satisfaction levels for the 'All Users' group and other constituent surveyed crime types are stable compared with the previous year.

Vehicle crime satisfaction remains a performance risk[16] although there is early evidence that this may have stabilised.

Theft from vehicle crime satisfaction in the City is unchanged over the year (82.8%) however the rate remains significantly lower than that in the County (88.2%). Analysis[17] has identified a few apparent statistical differences between the two divisions in terms of perceived service for theft from vehicle crime. Informing victims about what the police will do, offering advice (including crime prevention), investigating the scene of the crime and contacting victims following the initial response stand out.

[13] *The percentage of victims who are satisfied with the service they receive is measured through ongoing User Satisfaction Surveys conducted by Nottinghamshire Police, and is calculated as the weighted average of the percentage of users completely, very or fairly satisfied with whole experience (overall service) for each of dwelling burglary, vehicle crime (theft from vehicle and theft of vehicle), and violent crime. It should also be noted that, following Home Office guidance, the Force will now return only fully completed surveys. This takes effect for survey interviews conducted from April 2012 onwards (incidents reported in February 2012). Data previously reported for incidents reported in the 12 months to February 2012 and March 2012 has been revised accordingly.*

[14] *This reflects the new Most Similar Group of forces for Nottinghamshire which includes: Bedfordshire; Essex; Hertfordshire; Kent; Lancashire; Leicestershire; and South Yorkshire.*

[15] *The next quarter covers interviews in the 12-months to September 2013 (incidents reported in the 12-months to July 2013).*

[16] *This has been highlighted in the Performance & Insight Reports, covering Performance to May 2012 through to Performance to June 2013.*

[17] *Analysis of user satisfaction surveys for victims of theft from vehicle crime reported in the 12 months to the end of July 2013.*

It has been reported that anecdotal evidence from recent victim surveys suggests that the public feel the police do not do enough to investigate their crime. The latest data highlights a real difference between the City and County in victim satisfaction with what the police have done to date to investigate their crime. Management of victim expectations in relation to crime scene investigator's (CSI) attendance, or the policy of a CSI only attending the scene where there is forensic evidence such as blood, could be contributory factors.

Satisfaction with keeping victims informed of progress for the 'All Users' group is stable at 79.9% when compared with the same time last year. There remains a gap between the City (78.1%) and County (81.3%), with this being notable for dwelling burglary and vehicle crime, particularly theft from vehicle crime.

The disparity in comparative satisfaction between minority ethnic (BME) and white users[18] is 5.1 percentage points and is stable when compared with the same time last year (chart above right). The gap has fluctuated between 5.5 and 4.1 percentage points over the last year. Satisfaction for both BME and white users has been relatively stable over this period while there is a significant difference between these two groups for dwelling burglary, theft from vehicle crime and violent crime.

Positively there is no gap in the comparative satisfaction measure for ease of contact, keeping victims informed of progress or treatment. However the disparity is significant with respect to police actions, particularly in relation to dwelling burglary, theft from vehicle crime and violence.

Whereas there is no real difference between users in the County, the City BCU poses an organisational risk due to the large proportion of BME communities who reside within the conurbation and the lower levels of reported satisfaction. Examination indicates that theft from vehicle crime and violent crime in the City are currently the major influences behind the force wide satisfaction gap.

Progress with satisfaction for anti-social behaviour (ASB) incidents has slowed. The measure, which is excluded from the 'All Users' group, is now stable at 83.0%[19] for the 12 months to the end of July 2013 and the two territorial divisions are broadly in line with each other. There remains a sustained focus on ASB satisfaction through the Local Policing Board (formerly Citizen Focus Board).

Satisfaction for victims of racist incidents, which similarly does not contribute towards the 'All Users' measure, remains broadly stable over the year at 82.7%. This does however mask opposing directions of travel in the two divisions, although the gap between the City (85.2%) and the County (79.9%) is not statistically significant. Encouragingly, both City North and City South have seen good progress over the year, and this may reflect implementation of the enhanced service for victims of hate crime that commenced in April 2012.

In March 2013 Nottinghamshire Police commenced a three-month pilot project to survey victims of domestic abuse. Findings from the pilot, that surveyed 150 people[20], show that nine in every ten victims were satisfied with the whole experience (89.9%), and that keeping victims informed

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[18] *The measure is the disparity in satisfaction between white users and minority ethnic users (BME), where satisfaction for each group is calculated as the weighted average of the percentage of users completely, very or fairly satisfied with whole experience (overall service) for each of dwelling burglary, vehicle crime (theft from vehicle and theft of vehicle), violent crime and racist incidents. For the 2011-12 survey year the RTC survey is no longer a statutory requirement and is therefore not included in this measure.*

[19] *The percentage of victims of ASB incidents who are satisfied with the service they receive is measured through ongoing User Satisfaction Surveys conducted by Nottinghamshire Police, and is calculated as the percentage of users completely, very or fairly satisfied with whole experience (overall service) for victims of ASB incidents. To accommodate the additional work required to survey 50 victims of domestic abuse each month, the Force now aims to complete 50 ASB surveys per month. It should be noted that ASB surveys are not a Home Office statutory requirement and therefore there is no comparative peer force data.*

[20] *The participating victims relate to domestic abuse crimes that were reported between January 2013 and March 2013.*

of progress appears to be the aspect of service that has the most room for improvement. The domestic abuse survey is now continuing in line with other victim satisfaction surveys and further analysis will be conducted when 12 months worth of data is available.

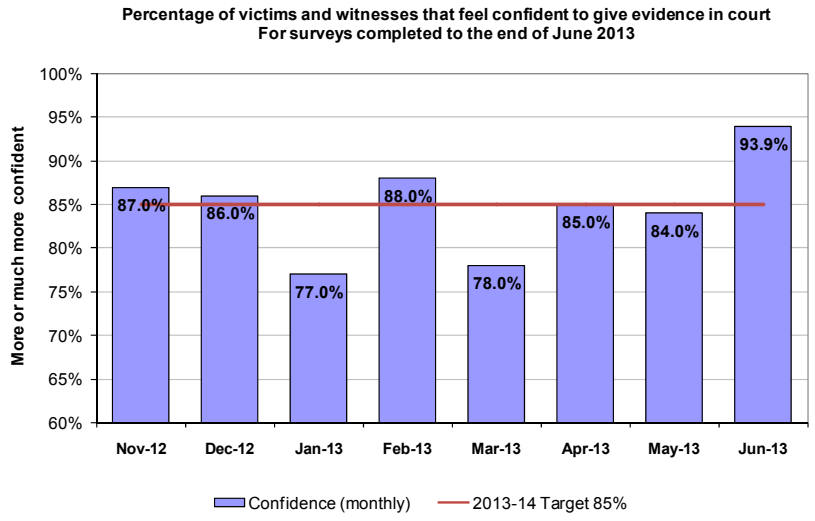
Actions

Current Actions
The importance of keeping people informed of progress is discussed at divisional Operational Performance Review meetings with particular emphasis on performance at Neighbourhood Policing Area level. The key influencing factors for satisfaction with this aspect of service continue to be reinforced.
Victims of crime have shared their personal experiences with all Inspectors in the Force in a series of briefings to further improve customer satisfaction. The initial 'Valuing Victims' briefings were delivered between April and July. The briefings involved guest speakers from Victim Support and covered information about changes to working practices and the use of Management Information.
A system to monitor team and individual officer performance and provide feedback from victims of crime in relation to satisfaction with actions, follow-up and treatment has been developed. This is now in place across the Force.
A decision has been taken by the Chief Officer Team to implement TrackMyCrime in 2013. This is a secure crime tracking portal for members of the public that will enable officers to provide victims with real time updates at any time, and also allow victims to provide additional information about their crime. It should be noted that TrackMyCrime does not replace existing methods of communication but is an additional option.
A Task and Finish group, established in City South, recommended an action plan to improve the satisfaction of victims of Hate Crime through delivery of an enhanced level of service. The implementation of the plan, which commenced from April 2012, provides individual support, a 'wrap around' service with 'after care' agreed with the victim. Good practice has been extended.
A Task and Finish group led by the County Superintendent for Crime, has been established to develop a plan to address the reduction in vehicle crime satisfaction. In addition to this, a scheme to improve the response to Grade 3 incidents of theft, criminal damage and anti-social behaviour[21] was piloted in the County. The new scheduled appointment service aims to increase levels of satisfaction as one of the objectives and includes an appointment slot for all Grade 3 incidents that require an interaction with a member of the public. A phased implementation, which commenced in March, sees the introduction of the proposed service that utilises both station based appointments and managed incident car appointments.

[21] *Grade 3 incidents are classed as non-emergency or non-urgent calls that require attendance.*

Appendix C

Strategic Priority	**Theme 1 – Protect, support and respond to victims, witnesses and vulnerable people**
Measure	***Percentage of victims and witnesses satisfied with the services provided in Court***
Target	*90% satisfied with service received and 85% feel confident to give evidence in court*



Source: Victim Support Witness Service Quality of Service Forms collected from all Nottinghamshire Courts including Crown Court in the period to the end of September 2013.

9 months-to-date performance:	**94.6%** average of those satisfied or very satisfied (January to September 2013)
Year-to-date performance:	**93.8%** average of those satisfied or very satisfied (April 2013 to September 2013)
Target performance:	Currently **4.6 percentage points** above the target (based on 9-months-to-date performance)

Insight

All witnesses are invited to complete a Victim Support Witness Service Quality of Service form when arriving at Court[22]. The importance of providing feedback is explained to individuals and the information received from victims and witnesses is used to improve their experience of the Criminal Justice System (CJS) and increase willingness to participate. The aim is to capture data from 25% of the total witness number and the average response rate is in excess of this figure.

The Quality of Service form presents a number of questions relating to a person's experience with the CJS. In particular victims and witnesses are asked 'How satisfied were you with the service you received?' and 'Did our service make you feel more confident to give evidence?'.

Performance on the satisfaction measure is well positioned in comparison with target. In September, 98.4% of victims and witnesses were satisfied or very satisfied with the services provided in Court and the target has been achieved in eight of the last nine months. Although there is insufficient historical data to assess the long-term trend, the short-term trend, which utilises the 3-month rolling average, shows a stable position.

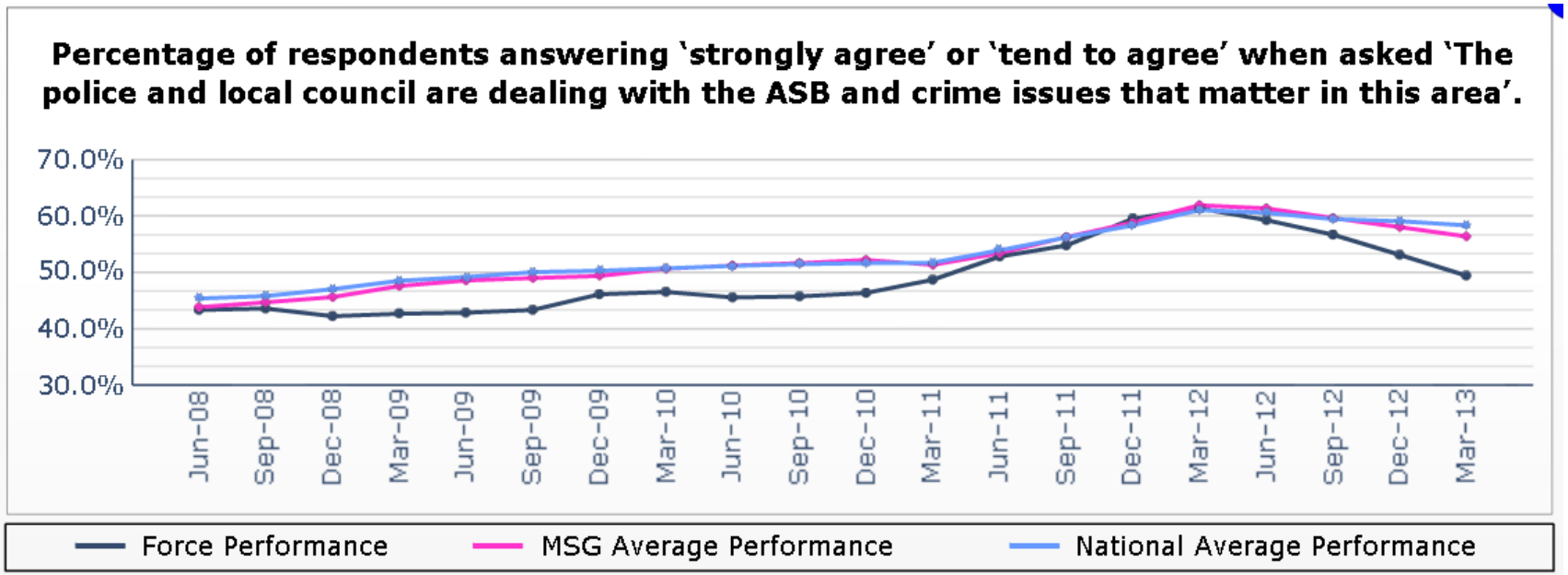
There is no new data available on two other measures captured through the Quality of Service form:

- In June, more than nine in every ten respondents (94%) said they felt much more confident or more confident to give evidence in Court compared with the target profile of 85%. The short-term trend shows evidence of possible improvement and the average performance for the 6-months between January and June 2013 is marginally below target at 84%.
- A further question asks victims and witnesses 'Did our service make you feel safer?'. Performance on this aspect is not as strong as the two aforementioned measures. In May 88% of respondents said they felt either more safe or a little more safe, and the average performance for the 6-months between January and June 2013 is 76% with evidence of possible improvement in the short-term trend.

The disparities between the three measures perhaps suggest that victims and witnesses feel supported through court process however they are not necessarily feeling any safer in the general sense of the word.

[22] *Data is collected from all Nottinghamshire Courts including the Crown Court and includes cases prosecuted by Nottinghamshire Police and other forces. Monthly figures are available back to October 2012 and relate to all survey forms completed in that particular month. Data is a snapshot at a given point in time and data is subject to change. Source: Victim Support Witness Service Quality of Service Forms completed in the period to the end of September 2013.*

Appendix D	
Strategic Priority	**Theme 1 – Protect, support and respond to victims, witnesses and vulnerable people**
Measure	***Percentage of people who agree that the Police and Council are dealing with local Anti-Social Behaviour and other crime issues***
Target	*60% agree by 2015-16*



12 months-to-date performance:	**49.4%** agreement (12 months of interviews to the end of March 2013)
Target performance:	Currently **10.6 percentage points** below the 2015-16 target

Insight

There is no new data on this measure for this period. Nottinghamshire Police remains below target following further deterioration in agreement levels since the previous quarterly results. Public confidence continues to be measured through the Crime Survey for England and Wales (CSEW), which undertakes face to face interviews with members of the public in Nottinghamshire on an ongoing basis.

The latest figure represents a statistically significant change for Nottinghamshire when compared with the same time last year when Nottinghamshire was 61.4% for interviews in the 12 months to the end of March 2012[23].

While both national and MSG[24] averages have recorded negative movement in the last quarter, Nottinghamshire Police has lost further ground on peers with a statistically significant disparity to the England and Wales average[25]. In the previous quarter the Nottinghamshire result was 53.1% for the 12 months to the end of December 2012 compared with a national average of 59.2%. Hertfordshire and Leicestershire are the top two forces in Nottinghamshire's MSG. A 1.9 percentage point improvement is required to match the next highest ranked force (Kent) during the next quarter[26].

There are several other CSEW measures that can be used to assess public confidence, including: how good a job the police are doing; reliability; treating people fairly; treating people with respect; and understanding issues that affect the community.

The percentage of respondents answering 'good' or 'excellent' to the question 'Taking everything into account, how good a job do you think the police in this area are doing?' has remained static over the last year and Nottinghamshire is within the lower quartile nationally. The CSEW also indicates a fall in agreement levels in relation to 'They (the police in this area) understand the issues that affect this community'. While other CSEW public confidence measures have experienced negative movement in the last quarter none have seen a statistically significant change over the last year.

The CSEW questions regarding high levels of perceived ASB are no longer available by police force area. New questions about respondents' actual experiences of ASB in their local area were added to the 2011/12 CSEW questionnaire[27]. The questions ask whether the respondent has personally experienced or witnessed ASB in their local area, and if so, what types. Nationally, and in Nottinghamshire, 29% of respondents indicated that they had personally experienced or witnessed one of the ASB problems asked about in their local area in the previous year.

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[23] *Source: Crime Survey for England and Wales, perceptions of local police, interviews conducted in the 12 months to March 2013 compared with interviews conducted in the 12 months to March 2012. The CSEW notes that caution should be used in interpreting changes in these figures as a possible order effect may have affected the estimates in 2011/12.*

[24] *This reflects the new Most Similar Group of forces for Nottinghamshire which includes: Bedfordshire; Essex; Hertfordshire; Kent; Lancashire; Leicestershire; and South Yorkshire.*

[25] *It is expected that any influence on the latest CSEW results from: the local and national public disorder in August 2011; the high-profile coverage of the IPCC report into the circumstances surrounding the death of Casey Brittle that was published in September 2011; and the 'Coppers' television documentary broadcast during January and February 2012, will be negligible given that the latest data covers the 12-month period from April 2012 to March 2013.*

[26] *The next quarter covers interviews in the 12-months to June 2013, for which publication is expected after 17 October 2013.*

[27] *The CSEW notes that the figures suggest a disparity between perceptions of ASB and actual experience of such incidents, however it is difficult to compare the two measures since the list of ASB categories used in the experience based questions on ASB is more expansive than those asked of respondents in relation to their perceptions. In addition, it is likely someone can experience an ASB incident without necessarily believing that it is part of a problem in their local area, if, for example, it was a one-off or isolated occurrence.*

A key finding of the Respect for Nottingham 2012 Survey[28], conducted on behalf of the Nottingham Crime and Drugs Partnership, is that only 9% of the population (of the City of Nottingham) have a high perception of Anti-Social Behaviour (ASB).

Overall, 11.5% of respondents had been personally targeted by some form of anti-social behaviour in the last six months. Of those residents who did report the ASB, around nine in every ten reported the incident to the police. However, less than half of these people were very or fairly satisfied with the response they received from the police – a reduction on the 2011 result. The Force's user satisfaction surveys indicate a stable trajectory over the last year for victims of ASB incidents in the City however there is evidence of possible deterioration in the County[29].

In contrast to some of the positive changes seen over the last year the Respect for Nottingham 2012 Survey highlights some areas of concern. Of these, there has been a fall in the proportion of City respondents who agree that 'the Police and Local Council are dealing with the ASB and crime issues that matter in this area' - from 63% to 57%. Further analysis suggests that residents who do not agree with this statement are more likely to see 'gangs' and 'drugs' as issues locally.

Where ASB victims in Nottinghamshire are surveyed in relation to satisfaction with the service they have received from the police, they are similarly asked '…it is the responsibility of the police and local council working in partnership to deal with anti-social behaviour and crime in your area. Please say how much you agree or disagree...'. The latest satisfaction data shows that 62.4%[30] agree, which is broadly in line with the position a year ago and there is a stable long-term trend. While this measure of confidence for ASB victims is not directly comparable with either the CSEW or Respect figures, it does provide encouraging local context - over the last year both divisions have experienced some positive movement.

[28] *Source: Respect for Nottingham Survey 2012, Final Report March 2013. The report contains a summary of the findings from the Respect for Nottingham survey commissioned by the Nottingham Crime and Drugs Partnership and conducted by Information by Design in 2012. The survey is conducted through face-to-face interviews with a random sample of 2,015 City residents designed to be representative of all wards and deprivation levels. It is a repeat of the 2011 survey and was again undertaken to explore the views and opinions of local residents about their local area and the city centre in relation to aspects of anti-social behaviour (ASB), crime and community safety and the strategic partnership between the Police and Council. The high perception of ASB is derived from a composite score based on responses to the questions about the seven anti-social behaviours similar to that previously measured under National Indicator 17: Noisy neighbours or loud parties; Intimidation as a result of groups/ gangs of young people hanging around on the street; Rubbish or litter lying around; Vandalism / criminal damager; People using or dealing drugs; People being drunk or rowdy in public places; and Abandoned or burnt out cars.*

[29] *User Satisfaction Surveys conducted by Nottinghamshire Police for victims of ASB incidents. The latest satisfaction data covers incidents reported in the 12 months to the end of June 2013, and is compared with incidents reported in the 12 months to the end of June 2012.*

[30] *The question was introduced into survey interviews from June 2010 (April 2010 incidents) and replicates the question wording used in the Crime Survey for England and Wales. It should be noted that the survey results are not directly comparable as the CSEW. Respect for Nottingham and User Satisfaction Surveys cover differing time periods and use different survey methodologies, sampling frames, context of survey and question ordering etc. The latest satisfaction data covers incidents reported in the 12 months to the end of June 2013, and is compared with incidents reported in the 12 months to the end of June 2012. It should be noted that ASB surveys are not a Home Office statutory requirement and therefore there is no comparative peer force data.*

Actions

Current Actions
A Public Engagement Strategy 2013-2018 has been developed within the strategic framework set by both the Police and Crime Commissioner (PCC) and the Force to deliver increased and more meaningful public engagement activity throughout Nottingham and Nottinghamshire. The aims of the strategy are to contribute positively to the Force's and PCC's policing priorities, and enhance the public's perception of Nottinghamshire Police by: ▪ Providing opportunities for all sections of the public to engage with, influence and find out more about policing in Nottingham and Nottinghamshire; and ▪ Encouraging the public and all key stakeholders, including partners, to work increasingly collaboratively with the force and contribute positively to its priorities. In delivering the strategy, and the specific tactical plans that support it, a range of direct and indirect, one and two-way communications channels are available for use. These include, but are not limited to: ▪ Face to face, including events; ▪ Telephony; ▪ Email and letter; ▪ Posters, leaflets, flyers; ▪ Traditional media (print, broadcast and online); ▪ Social and digital media including: websites; Twitter; Facebook; YouTube; ▪ Marketing materials (including merchandising); and Surveys (face to face, telephone and online)
The new Nottinghamshire Police website, a key component in delivering the engagement strategy, has been launched. It has been completely rebuilt to improve the user's browsing experience, increase accessibility, bring multimedia content to the audience and enhance two-way communication with the public.

Current Actions
A new risk assessment process for anti-social behaviour and hate crime was launched in August 2013. The new assessment form, which has been developed with partners, gives a numerical assessment of risk, making it easier for the police and partners to compare one assessment with another. It enables identification as to whether the level of risk is falling or increasing over time, enabling decisions to be made on how to proceed with cases based on evidence, rather than solely on the professional judgement of a supervisor. Nottinghamshire Police has also commenced a project to evaluate Case Management systems that can be accessed by both police and partner agencies to allow a full partnership approach to the management of vulnerable and repeat ASB victims, thereby further reducing risk to vulnerable persons.
A new Stop and Search mobile data application has been introduced that allows stop and searches to be recorded by officers at the point of engagement. This replaces the previous paper-based process. Details of the encounter are captured together with GPS co-ordinates of the location to allow mapping of stop and search activity. Neighbourhood teams will then be able to present data at community engagement meetings to aid public understanding.
A Volunteer Police Cadets Scheme has been launched. The aim is to increase greater engagement between the force and young people aged between 16 and 18, especially those from minority, under represented and deprived sections of the community.

Appendix E

Strategic Priority	*Theme 1 - Protect, support and respond to victims, witnesses and vulnerable people*
Measure	***Percentage reduction of people that have been repeat victims within the previous 12 months***
Target	*5% year-on-year reduction compared to 2012/13 (for Domestic Violence, Hate Crime, ASB)*

	2013/14	2012/13	Volume Change	Percentage Change
Domestic Violence	1033	935	98	10.5%
Hate Crime	36	22	14	63.6%
Anti-Social Behaviour	3773	4550	-777	-17.1%
Total	**4842**	**5507**	**-665**	**-12.1%**

Year-to-date performance:	**12.1% reduction**, or 665 fewer repeat victims for the period April – September 2013
Target performance:	Year-to-date target has been achieved. Currently **8.1%** or **390** victims better than target

Insight

For the first six months in 2013/14 there has been a 12.1% reduction in the number of people that have been repeat victims[31] of domestic violence, hate crime or anti-social behaviour (ASB) within the previous 12 months[32].

The strong performance on this measure continues to be driven by a 17.1% reduction in the number of repeat ASB victims when compared with the same period last year (as shown in the table above). While the current reduction in ASB repeat victims is strong, it is worth noting that there are signs of a slow-down in performance, with the current reduction smaller than that recorded at the end of quarter one. As this coincides with a general slow-down in ASB incidents volume noted at Force level, it is not of concern at this time, however this situation will be monitored to ensure that it does not begin to affect the target position for this measure.

[31] A repeat victim is defined as an individual that has been a victim of that crime, or incident in terms of ASB, in both the current month and at least once in the preceding twelve months. So, for example, a repeat victim of domestic violence in June 2013 will have been a victim of domestic violence in June and at least once in the period between June 2012 and May 2013.

[32] Comparing the two periods: April 2013 to September 2013; and April 2012 to September 2012.

During the same period the Force has seen a large percentage rise in the number of people that have been a repeat victim of hate crime; however the actual volume increase is relatively small with 14 additional victims.

The main area of concern within the figures is a continuing increase in the volume of repeat victims of domestic violence, with these figures also impacting on an overall volume increase in domestic violent offences the Force. To the end of September this year there were 1,033 repeats victim of domestic violence compared to 935 during the same period of last year, an increase of 10.5%. During the same period the overall volume of domestic violence victims has also increased, at the slightly higher rate of 11.4% (from 2,435 victims to 2,713 victims). This means that the overall proportion of repeat victims this year is 38.1%, which is slightly lower than the proportion recorded in the same period of last year.

In terms of BCU performance, both the City and the County are recording an increase in domestic violence repeat victims, with the larger percentage increase on the City, with an increase of 16.1%, compared to 6.9% on the County. It is also worth noting that there is evidence of a deterioration in performance on the County, as this area had previously (at the end of quarter one) recorded a decrease in repeat victims of domestic violence.

Breaking the County down to district level shows that the turnaround in performance has been driven by increases across all districts with the exception of Rushcliffe. The largest increase is apparent on Newark & Sherwood, with an increase of 36.5% (23 additional victims), and this is also a marked deterioration on the position at the end of quarter one, when the increase stood at 11.1% (4 victims). Looking more closely at Newark & Sherwood down to beat level reveals that Boughton are recording an increase of seven victims (from 3 victims last year to 10 victims this year), while Beacon Winthorpe (from 2 to 7), Castle (5 to 10) and Ollerton (1 to 6) are each recording an increase of five victims. All four beats, are also recording a year-to-date increase in domestic violence incidents compared to last year, in particular in Ollerton where there is a large increase from just five incidents during the first six months in 2012/13 to 20 so far this year.

Of the increase seen on the remaining County districts, Mansfield continues to record a similar increase to that seen at the end of quarter one (3.4%), while Ashfield, Bassetlaw, Broxtowe and Gedling are all recording year-to-date increases having previously recorded a reduction at the end of the first quarter.

Rushcliffe is the only County district to be recording a reduction this year, and positively this area is also recording a notable improvement when compared to performance at the end of the first quarter. Although the volume of repeat victims has increased, Rushcliffe are currently recording an 8.6%reduction (three less victims) when compared to last year, whereas at the end of the first quarter they were recording a 35.7% increase (additional victims).

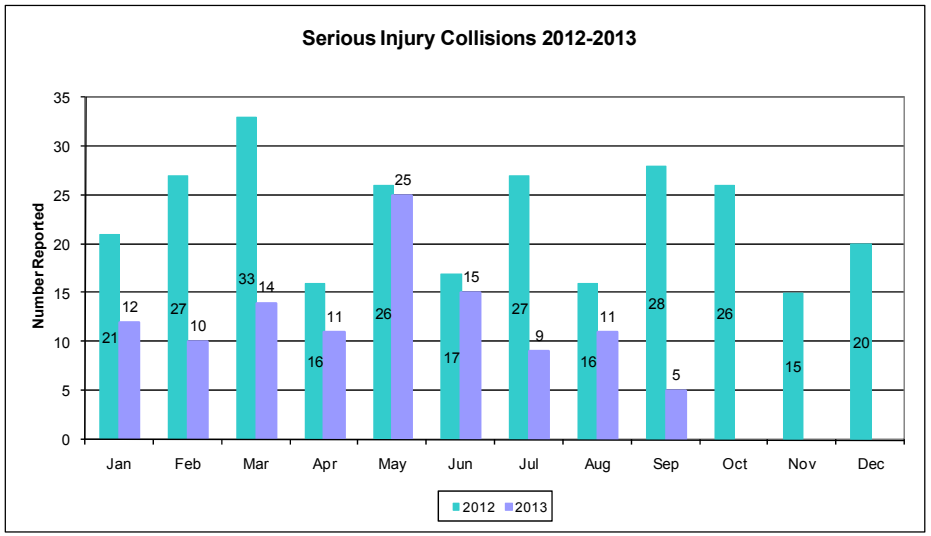
The year-to-date increase on the City appears to be driven by performance on the City Central and City South areas, with the City Centre actually recording a 28.6% decrease this year.

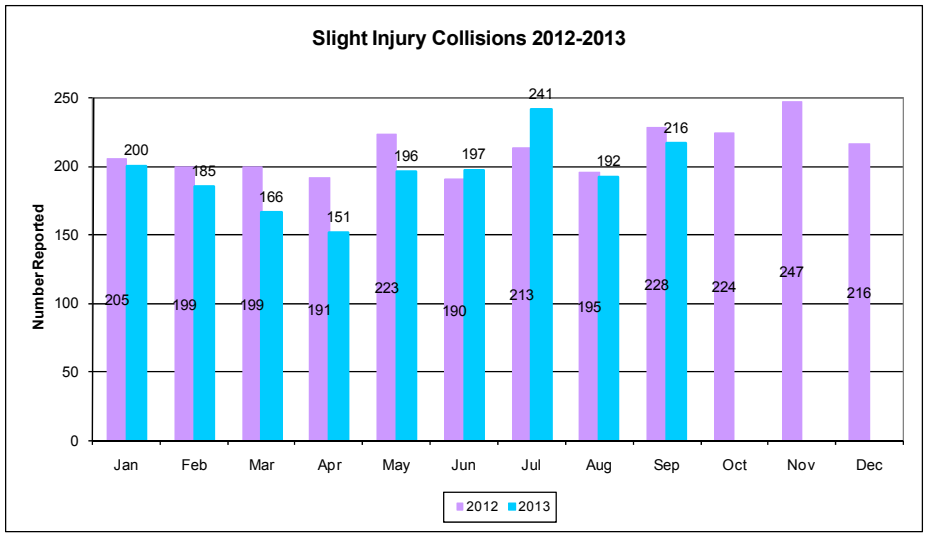
City Central have the largest percentage increase of the City areas, with a 26.3% (20 victims) increase year-to-date. This is followed by City South with a 22.5% (23 victims) and City North (9.9% increase or 18 more victims). Both City Central and South are recording a higher percentage increase compared to the first quarter, whereas City North has seen an improvement in performance over the same period.

In summary the Force continues to see a strong reduction in the number of repeat victims of domestic violence, hate crime and ASB in the current year, mainly driven by strong reductions in terms of repeat victims of ASB, with this performance serving to mask an increase in the number of repeat victims of domestic violence. The increase in repeat victims of domestic violence is a contributing factor in the overall increase in the volume of domestic violent offences the Force is recording this year-to-date, and although both the City and County are both recording increases the County has seen a particular slowdown in performance after the first quarter, with performance on the Newark & Sherwood and Broxtowe districts of most concern.

Appendix F

Strategic Priority	**Theme 5 – Reduce the threat from organised crime**
Measure	***Number of People Killed or Seriously Injured on Roads in Nottinghamshire***
Target	*To reduce by 9.0% in 2013*





Year-to-date performance:	Reduction of **23.5%** or **64** people Killed or Seriously Injured (KSI) (January to June 2013)
Month-to-date performance:	The reduction target of **9.0%** (105 KSI casualties) has been achieved in the first two quarters of 2013. Currently **18.8%** better than the reduction target.
Target performance:	**6th** in terms of casualties per 100M vehicle kms, **23.1%** above the average[33] (8th last quarter, 34.3% above average)

[33] *Source: iQuanta. Based on the period January 2013 to March 2013*

Insight

In the 2012 calendar year the Force recorded a reduction in the number of persons Killed or Seriously Injured on Nottinghamshire's roads, however the reduction was not sufficient for the Force to meet target. Performance in the current year has been far more positive, with the Force recording a larger reduction and easily achieving the 9.0% target reduction during both quarter one and quarter two of 2013. This puts the Force in a far stronger position in terms of the long-term target of a 50% reduction by the year 2020[34].

Quarter one and two figures (January – June 2013) reveal that KSIs have reduced by 23.5% (64 people) when compared to the same period of last year. The largest percentage reduction is seen in the Fatalities group, with a reduction of 31.3% (5 fewer fatalities), while Serious injuries have reduced by 23.0% (59 KSIs) and Slight injuries are down 11.3% (174 slight injuries). The vulnerable road user groups show the big reductions during the first half of the year, with motorcyclist KSIs down 33.3%, pedal cyclists KSI's down 19.0% and pedestrian KSI's down 43.1%. One group which showed no reduction in the first quarter was the car drivers/passengers group, where there were 36 KSIs recorded between January and March, the same number as in quarter one of the previous year, and this trend continues into quarter two with a modest 1.1% reduction in car driver/passenger KSIs between January and June.

Analysis of the quarter one figures suggests that it was environmental factors (poor weather conditions) at the start of the year that were likely to have driven the significant reductions in KSIs during this time, however there appears to be no such influence on the figures in quarter two. Examination of historical data reveals that KSI figures typically increase in quarter two, however this has not been the case this year, allowing confidence that recent operational activity has had a preventative effect on serious road accidents on Nottinghamshire's roads. One such operation, Op Drosometer 1, concluded in May 2013 with more than 7,000 motorists caught and prosecuted for using their mobile phone or not wearing a seat belt whilst driving. This is an exceptional volume of offenders processed, and it is believed that the visible presence of Nottinghamshire officers during the operation, combined with the national media attention it attracted, has served to minimise the usual seasonal increase in quarter two this year.

Considering performance into quarter three, provisional internal data[35] for July to September of this year shows a similar downward trend to that seen in the first half of the year, with the Force having recorded 19 serious injury collisions compared to 51 in the same period in 2012. Fatalities are also showing a reduction, with 15 this quarter compared to 25 during the same period 2012.

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[34] *Nottinghamshire Road Safety Partnership target, reduction when compared to the 2005-2009 baseline*

[35] *Source: Nottinghamshire Police POETS system. Quarter three provisional data based on the period1st July 2013 – 11th September 2013*

Something which is of particular note in the current years figures, is a shift in the causation factors for fatal accidents this year. Specifically, examination of the data shows an absence of the typical 'fatal 4' causation factors (seatbelts, speeding, mobile phones and drink/drug driving), with these being replaced by fatigue, distraction and age-related issues.

In terms of drink drive performance, year-to-date (April – September) the Force has recorded a total of 8,442 tests, a drop of 13.2% or 1,284 tests compared to the same period last year. Despite this the Force has recorded a slight increase in the level of positive tests compared to last year; 10.8% of all tests carried out, compared to 10.4% in 2012.

Tests carried out at RTCs (Road Traffic Collisions) have dropped by 8.7% or 370 tests, this appears to be slightly at odds with the increase in RTCs the Force has attended compared to last year (+346 or 7.9% to 4,716). Positive tests at RTCs have recorded a similar proportion compared to last year, 7.0% in 2013 and 2012. Proportion of tests carried out at RTCs have dropped year-on-year from 96.8% to 81.8%.

The Force has arrested 658 individuals in 2013 (April – September) for Drink Drive offences, a reduction of 11.6% or 86 arrests compared to the same period last year. In the month of September alone the Force recorded 102 arrests for Drink Drive offences, a drop of 2.9% or 3 arrests compared to the same month last year.

Operation Drosometer 2 is now half way through its delivery period and is proving to be a success story for the Force. More than 1200 offenders have been caught in the first four weeks, with the majority of these for seat belt and mobile phone offences, and there have also been some good collateral arrests and detections for other offences, showing the value of high visibility policing activity.

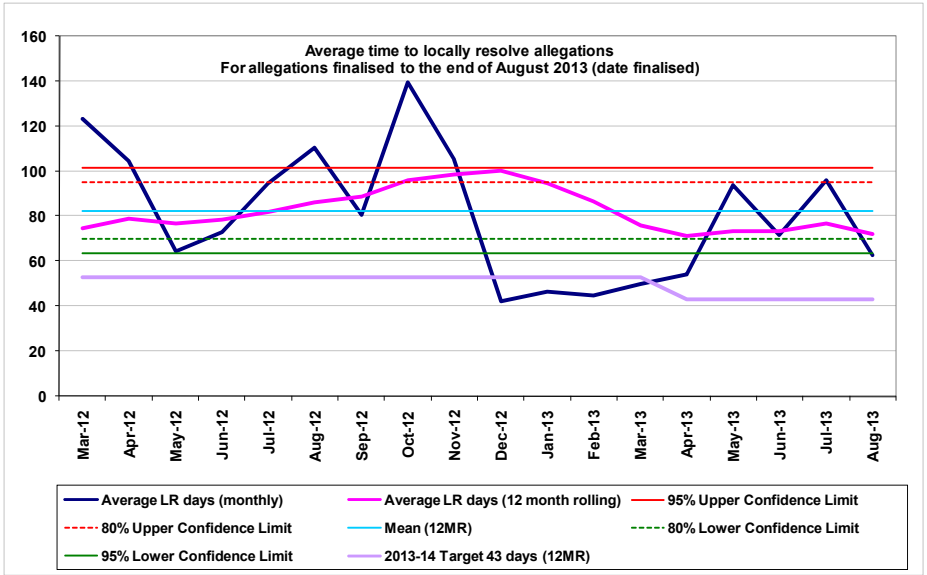
Performance in the first half of 2013 has been promising, with significant reductions in KSIs recorded. Not only is this positive for the Forces target position, but it also represents a significant saving in officer time as officers have less road incidents to attend, freeing up officer time for use on other policing priorities.

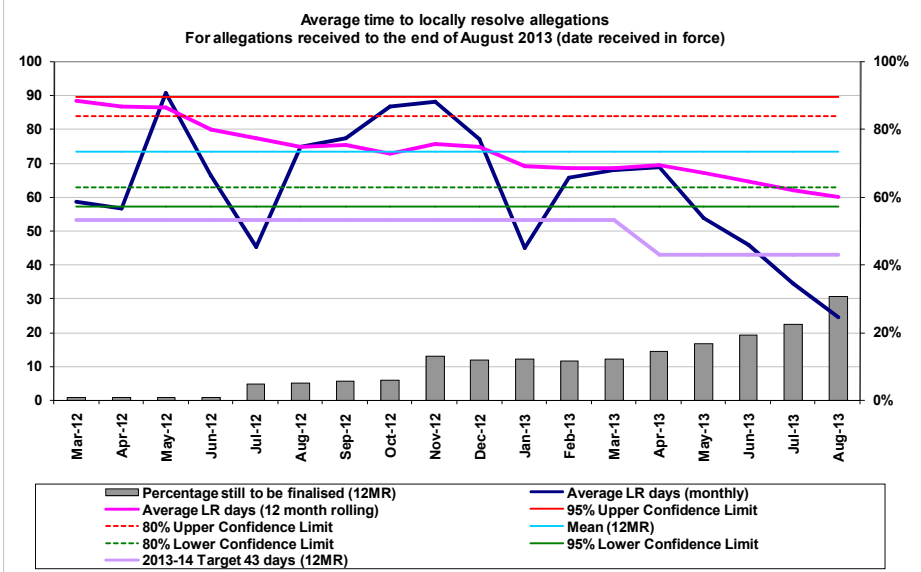
Actions

Operation	Current Actions
Road Safety Month 1 Road safety Month 2 Op Nisus	All Completed
Operation Drosometer 2	Currently Running from the Ist September to 31st October 2013. Tactical plans and finance in place. Force wide commitment. Week one has seen hundreds of offenders caught. The operation will be used to support the week of action on alcohol abuse w/c 16th September.
High Visibility Patrols	High visibility patrols will be used on key routes in order to deter driving offences which contribute to KSI's (such as speeding). This activity aims to reassure the law abiding majority of motorists while targeting 'risky drivers'
Summer drink drive campaign Winter - Campaign	Campaign completed. The Nottinghamshire DVD has been created by the Corporate Communications and has been shown across the force area throughout Jul, August and September. Winter campaign still in planning phase.
Operational Changes	From 1st October 2013 the speed limit enforcement level will be reduced by 1mph across all speed levels. This will increase the number of offenders caught for speeding most of which will be eligible for a speed course. Penalty increase: from 20th August the penalty for all traffic offences went up significantly – this should lead to a risk in course attendance as the courses are now cheaper than the penalty.
Vulnerable Road Users	Operational Planning is currently in progress to target motorcyclists more especially for operations in 2014. The second pedal cycle operation is due to run from 30th September 2013 for two weeks. Over 2000 high visibility cycle packs will be distributed across Nottinghamshire.

Appendix G

Strategic Priority	**Theme 1 – Protect, support and respond to victims, witnesses and vulnerable people**
Measure	***Average time to locally resolve allegations about the conduct of employees arising from public complaints will reduce to 35 days by 2015***
Target	*Average of 43 days to locally resolve allegations by 2013-14*





12-months-to-date:	**72 days** to locally resolve allegations for the 12 months to the end of August 2013[36]
Year-to-date:	**77 days** for the period from April to August 2013
Target performance:	**29 days** from target (12-month performance)

[36] *Source: Professional Standards Directorate data for public complaints recorded to the end of August 2013, extracted on 3 October 2013. PSD data is a snapshot at a given point in time and data is subject to change. The time to locally resolve an allegation is the number of working days between the date the allegation is received and the date the allegation is finalised.*

Insight

An Independent Police Complaints Commission (IPCC) key indicator in the handling of complaints is the average number of days to locally resolve allegations[37].

A complaint allegation can be dealt with in a number of ways. It may be dealt with through local resolution, investigated, withdrawn, discontinued, or the Force may disapply or apply to disapply the complaint[38]. The local resolution process is the preferred mode of resolution for complaints which the appropriate authority is satisfied that the conduct which is being complained about (even if proved) would not justify bringing criminal or disciplinary proceedings. It is recognised by the IPCC as an appropriate alternative to formal investigation and is a way of solving, explaining, clearing up or settling the matter directly with the complainant in a timely manner[39].

For the current performance year-to-date (April to August 2013) 50% of all allegations finalised were locally resolved, 41% were investigated, 7% withdrawn, 1% disapplied, and less than 1% discontinued. The average number of days for local resolution is 77 days with around 30% of those allegations locally resolved being within the 43 day target.

The Force has demonstrated strong performance in six of the last nine months as the number of older allegations diminishes and, as observed in the chart above, the short-term performance has stabilised with almost half the allegations finalised in August being within the target timescale.

Performance on this measure is impaired by older complaint allegations. Where allegations have been finalised in the 12 months to August 2013, those that were received prior to April 2012 have an average local resolution time of 296 days. While older allegations impact achievement of the 2013-14 target the 12-months-to-date performance for allegations received since April 2012 is 64 days. With an average of 44 days, performance for allegations received since the start of this financial year gives further encouragement and **illustrates that the Force is on track to achieve to achieve the longer-term target by 2015.**

Examining the average time to locally resolve allegations by allegation received date (as per the chart above right), rather than allegation finalised date, continues to suggest that older cases are masking any improvement. There is evidence of a possible positive short-term trend in the average time to locally resolve an allegation. For allegations received in the 12 month period to August 2012 the average time was 75 days. This compares with 60 days for allegations received in the 12 month period to August 2013.

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[37] *An allegation describes the type of behaviour being complained about and there may be more than one allegation attached to a complaint case. For less serious complaints, such as rudeness or incivility, a local resolution may be appropriate. Usually, this involves a local police supervisor handling the complaint and agreeing with the complainant a way of dealing with it. This might be: an explanation or information to clear up a misunderstanding; an apology on behalf of the force; and/or an outline of what actions will be taken to prevent similar complaints in the future.*

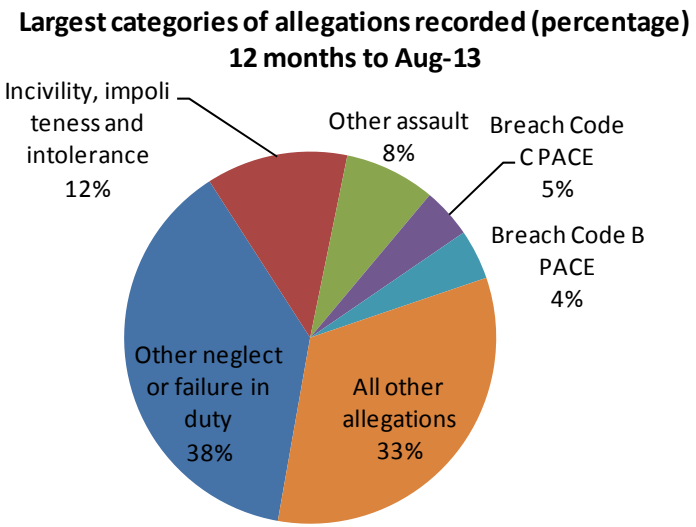
[38] *In some cases there may be reasons not to take a complaint forward. Examples may include complaints where there is insufficient information, or complaints which are repetitious, vexatious, oppressive, or an abuse of the complaint procedures. In such cases a police force can either disapply the complaint or apply to the IPCC to disapply the complaint. If this is granted, it means that no action needs to be taken with regard to the complaint. In some instances police forces may find it impractical to conclude an investigation. This could occur if a complainant refuses to co-operate, if the complaint is repetitious or refers to an abuse of procedure, or if the complainant agrees to local resolution. In such cases the police force can apply to the IPCC to discontinue the investigation.*

[39] *Under the Police Reform and Social Responsibility Act 2011, which came into effect from 22 November 2012, it is no longer a requirement to obtain the consent of the complainant for local resolution. A complainant will however have the right of appeal against the outcome of the local resolution.*

The percentage of allegations finalised within the 43 day target also shows possible short-term progress, with 41% of allegations received in the 12 months to August 2013 being finalised within the target time. This compares with 34% for allegations received in the same period to August 2012.

However, some caution should be observed as performance over the last quarter indicates the rate of improvement has slowed. As anticipated, the proportion of complaints processed under local resolution has seen a rise following introduction of the new regulations and this is coupled with a volume increase in complaint allegations being recorded.

The latest IPCC data[40] provides a figure of 82 days for Nottinghamshire Police, deterioration from 68 days when compared with the same period in the previous year, and below both the MSG[41] and national averages of 54 and 55 days respectively.



In the year to August 2013 the top five categories of complaint allegations make up around 67% of all allegations recorded as per the chart opposite. 'Other neglect or failure of duty' continues to represent the largest proportion over this time period and has increased from 32% to 38% in the last year.

By contrast the percentage of allegations relating to 'Incivility, impoliteness and intolerance' has seen a possible reduction from 16% to 12% in the same period.

IPCC data indicates that Nottinghamshire Police has received an above average number of public complaint allegations per 1000 employees - 254 compared with an average of 194 for Nottinghamshire's MSG. Nottinghamshire is also higher than the national average of 228 allegations per 1000 employees.

The number of public complaint cases recorded against Nottinghamshire Police officers and staff employees has seen an increase of around 73% over the last year illustrating evidence of a rising trend. In the 12 months to the end of August 2013, 773 complaint cases were recorded in comparison with 446 for the previous year. The number of complaint allegations has seen a rise of 50% with 1,291 allegations recorded in the year to August 2013.

As highlighted in previous months, there has been a notable jump in complaints, primarily a result of the introduction of the new legislation. All expressions of dissatisfaction by members of the public about the conduct of a person serving with Nottinghamshire Police are now recorded

[40] *Source: Police Complaints Information Bulletin (Interim Bulletin) – Nottinghamshire Police, Reporting Period April 2012 to March 2013, published by the Independent Police Complaints Commission. The IPCC has advised that some information is missing and that a full bulletin for April 2012 to March 2013 will be published in the summer of 2013. In particular the bulletin does not reflect the changes introduced to the complaints system by the Police Reform and Social Responsibility Act 2011.*

[41] *This reflects the existing Most Similar Group of forces for Nottinghamshire which includes: Lancashire; Leicestershire; Northamptonshire; Northumbria; South Wales; South Yorkshire; and Staffordshire.*

as complaints. In particular, this includes direction and control matters, which are conduct issues relating to policy and strategy of the force[42] rather than the personal conduct of officers or staff.

No national comparative data has been made available to the Force since inception of the new legislation. There is therefore, no accurate data to show whether the increase in complaints and the subsequent difficulty in achieving timescale targets, is a problem shared by other forces including the MSG. However, there is anecdotal evidence that other forces are continuing to deal with issues of dissatisfaction via other methods, rather than recording them as public complaints and using the local resolution process. Nottinghamshire PSD is currently reviewing processes in other forces to determine whether there remain opportunities which would allow the Force to deal with cases as dissatisfaction whilst still working within the revised regulations, with a view to speedier and earlier service recovery interventions.

Meanwhile, the concerns around timeliness continue to be addressed by the Force Standards and Integrity Board. The findings of other forces will feed into the current review of PSD structure due to be completed by end of October 2013.

It should also be noted that the number of complaints made by the public can vary depending on the standards demonstrated by officers, general public confidence in their police, and a confidence in the complaints procedures. It is therefore difficult to assess whether a rise and an above average number of complaints is a negative indication of professional standards, or a sign of confidence in the actions likely to be taken by a force when making a complaint.

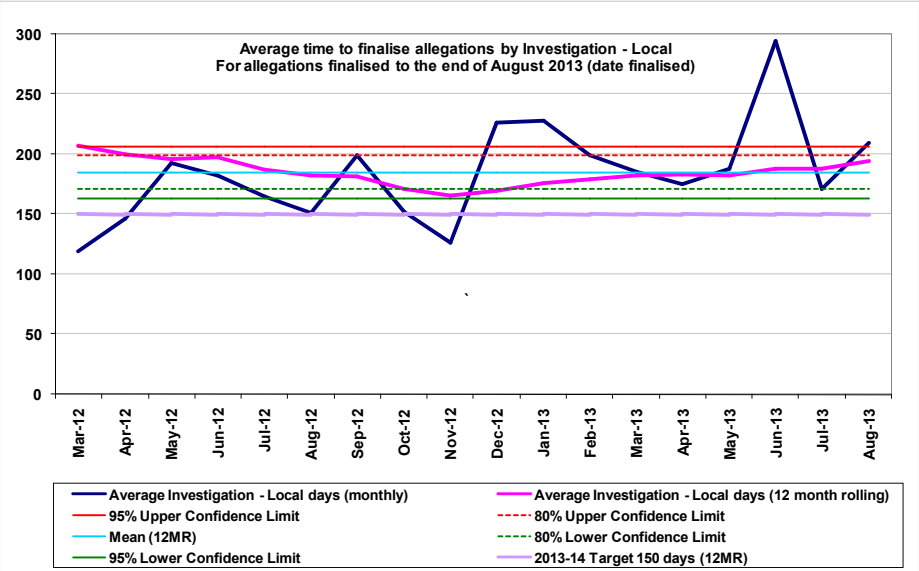
Police forces are expected to record complaints within ten working days. The IPCC data confirms that the Force continues to improve this aspect to be better than both the MSG and national average. Latest Professional Standards Directorate (PSD) data reinforces that Nottinghamshire Police has sustained a similar level, recording 96% of complaint cases within ten working days for the 12 months to August 2013, up from 90% for the same period in the previous year.

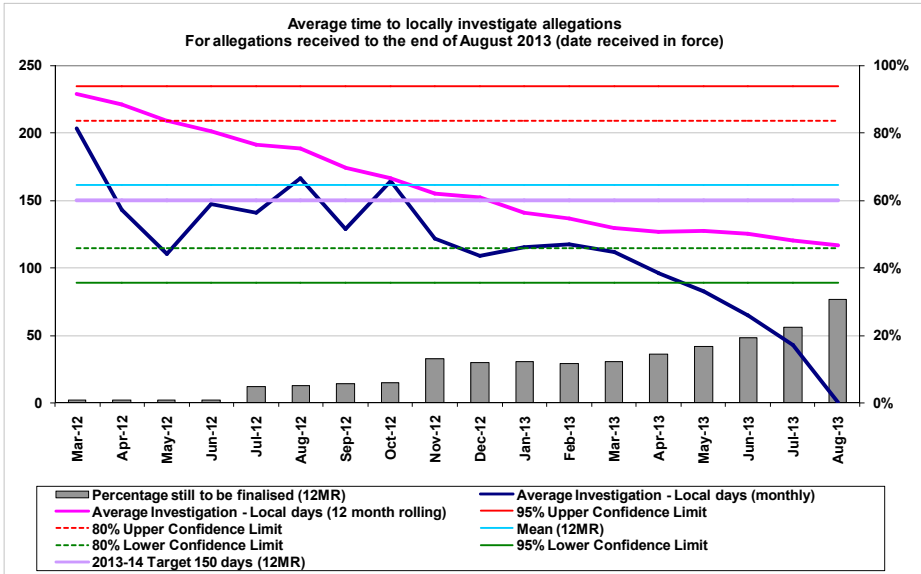
Actions

Location	Current Actions
Force-wide	The Force is working towards a target of locally resolving 60% of all complaint allegations dealt with outside of PSD, and is proactively working to improve the timeliness of the local resolution process by aiming to deal with as many such allegations within 28 working days. Action plans have been drawn up by Divisional Superintendents and these continue to be monitored by the Deputy Chief Constable through the monthly Standards and Integrity Board.

[42] *This includes allegations in relation to operational policing policies, organisational decisions, general policing standards and operational management decisions.*

Appendix H	
Strategic Priority	**Theme 1 – Protect, support and respond to victims, witnesses and vulnerable people**
Measure	***Average time to locally investigate allegations about the conduct of employees arising from public complaints will reduce to 120 days by 2015***
Target	*Average of 150 days to locally investigate allegations by 2013-14*





12-months-to-date:	**195 days** to locally investigate allegations for the 12 months to the end of August 2013[43]
Year-to-date:	**204 days** for the period from April to August 2013
Target performance:	**45 days** from target (12-month performance)

[43] *Source: Professional Standards Directorate data for public complaints recorded to the end of August 2013, extracted on 3 October 2013. PSD data is a snapshot at a given point in time and data is subject to change. The time to finalise an allegation is the number of working days between the date the allegation is received and the date the allegation is finalised.*

Insight

An Independent Police Complaints Commission (IPCC) key indicator in the handling of complaints is the average number of days to locally investigate allegations[44].

A local investigation, which is distinct from other types of formal investigation[45], involves the appointment of an investigating officer, usually from Professional Standards, who will look into a complaint and produce a report that details the outcome of each allegation. Complainants have a right of appeal to the IPCC following a local investigation. For further contextual information around the handling of public complaints please refer to the performance indicator for the average time to locally resolve allegations.

For the current performance year-to-date (April to August 2013) 41% of all allegations finalised were investigated, with the majority being local investigations. The average number of days for local investigation is 204 days with around 47% of those allegations locally investigated being within the 150 day target.

The type of matters investigated by local investigation can cover a wide range of issues, from relatively straightforward complaints to complex and serious criminal allegations. While many of these investigations should be completed within the target timescales it should be noted that the most serious cases can, of necessity, take much longer periods to finalise. Some delays, such as the time taken by the Crown Prosecution Service to review a file, may also on occasion be outside of the control of the force.

As with locally resolved allegations, performance on this measure is impaired by older complaint allegations. Where allegations have been finalised in the 12 months to August 2013, those that were received prior to April 2012 have an average finalisation time of 311 days. **While older allegations jeopardise achievement of the 2013-14 target, the 12-months-to-date performance for allegations received since April 2012 is 129 days which is well within the target and illustrates that the Force is on track to achieve to achieve the longer-term target by 2015.**

Examining the average time to locally investigate allegations by allegation received date (as per chart above right), rather than allegation finalised date, also suggests that older cases are masking any improvement. There is evidence of a declining trend in the average time to locally investigate an allegation. For allegations received in the year to August 2012 the average time was 188 days compared with 116 days for the year to August 2013.

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[44] *An allegation describes the type of behaviour being complained about and there may be more than one allegation attached to a complaint case. Where a complaint allegation is not suitable for local resolution (or if the complainant declined local resolution for those received prior to 22 November 2012) it may be decided that a complaint requires a thorough examination of the incident.*

[45] *There are three other types of investigation. Supervised investigations: Are carried out by the police under their own direction and control. The IPCC sets out the terms of reference for the investigation and will receive the investigation report when it is complete. Complainants have a right of appeal to the IPCC following a supervised investigation. Managed investigations: Are carried out by police forces under the direction and control of the IPCC. Independent investigations: Are carried out by IPCC investigators and are overseen by IPCC commissioners. IPCC investigators have all the powers of the police themselves.*

Again, the evidence is encouraging but should be treated with caution. Following introduction of the new regulations[46] a local proportionate investigation[47] has been replaced by a local resolution investigation, and allegations resolved under this mode will be classed as a local resolution rather than an investigation. Local proportionate investigations were typically used for less severe complaints, often where the complainant declined local resolution. Therefore, while the proportion of allegations that are investigated may be expected to reduce, those allegations that are investigated will be of a higher severity potentially leading to longer average investigation times.

As of 1 April 2010, police forces are expected to record whether a complaint is upheld or not upheld. A complaint will be upheld if the service or conduct complained about does not reach the standard a reasonable person could expect. This means that the outcome is not solely linked to proving misconduct. The Force upheld around 17% of allegations that were formally investigated in the 12 months to the end of August 2013. The latest IPCC data[48] provides a figure of 19% for Nottinghamshire Police which compares favourably with the national average of 12% and MSG[49] average of 11%, and indicates that a greater proportion of concerns expressed by complainants are being resolved by the Force.

Actions

Location	Current Actions
Professional Standards	The Force is proactively working to improve the timeliness of the investigation process by aiming to deal with as many such allegations within 100 working days. Action plans have been drawn up by Professional Standards and these continue to be monitored by the Deputy Chief Constable through the monthly Standards and Integrity Board.

[46] *Under the Police Reform and Social Responsibility Act 2011, that is effective from 22 November 2012, changes are introduced to the local resolution process. Local resolution investigation (LRI) is a Nottinghamshire Police definition and this may change once updated IPCC Statutory Guidance is released.*

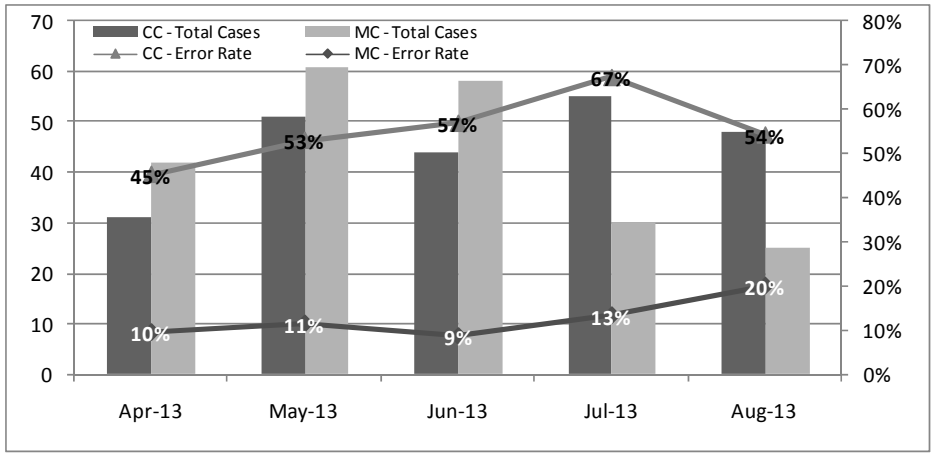
[47] *Nottinghamshire Police carried out a local proportionate investigation where the conduct that was being complained about (even if proved) would not justify bringing criminal or disciplinary proceedings but where the complainant did not agree to the local resolution process.*

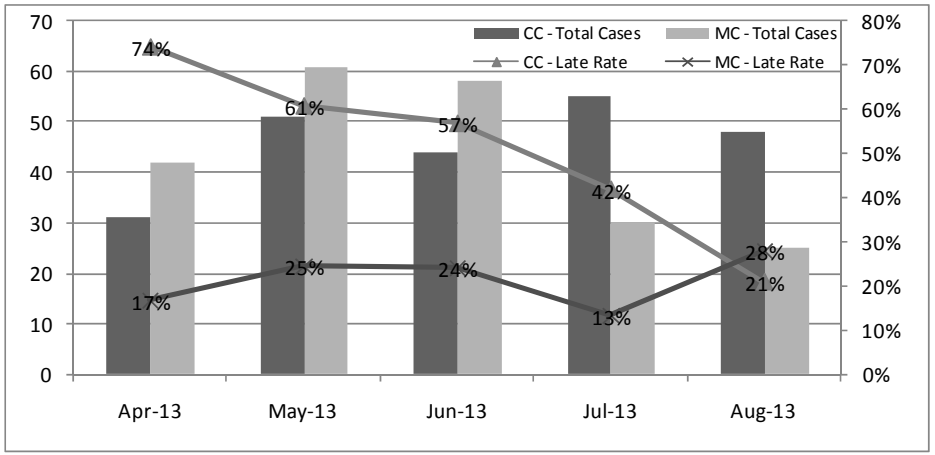
[48] *Source: Police Complaints Information Bulletin (Interim Bulletin) – Nottinghamshire Police, Reporting Period April 2012 to March 2013, published by the Independent Police Complaints Commission. The IPCC has advised that some information is missing and that a full bulletin for April 2012 to March 2013 will be published in the summer of 2013. In particular the bulletin does not reflect the changes introduced to the complaints system by the Police Reform and Social Responsibility Act 2011.*

[49] *This reflects the existing Most Similar Group of forces for Nottinghamshire which includes: Lancashire; Leicestershire; Northamptonshire; Northumbria; South Wales; South Yorkshire; and Staffordshire.*

Appendix I

Strategic Priority	**Theme 2 – Improve the efficiency, accessibility and effectiveness of the Criminal Justice process**
Measure	***% of Crown Court and Magistrates Court files to be submitted to the Crown Prosecution Service on time and without deficiencies***
Target	*To improve the current timeliness and quality of files*





Year-to-date performance - Crown Court (CC):	Quality - current error rate of **57.2%** Timeliness - current late rate of **52.3%**
Target performance (CC):	Quality - **0.7 percentage points (pp)** better than target Timeliness - **6.0 pp** better than target
Year-to-date performance (MC):	Quality - current error rate of **9.1%** Timeliness - current late rate of **20.8%**
Target performance (CC):	Quality – **1.0 pp** worse than target Timeliness – **0.7 pp** worse than target

Insight

Case files that are submitted to the Crown Prosecution Service are monitored for quality and timeliness on a monthly basis within the Force's Criminal Justice department. The analysis provided below is based on the error rate, which is the proportion of submitted files which are of unsatisfactory quality, and the late rate, which is the proportion of files that are submitted late.

As there is limited data available for this measure, over time comparisons are based on current year to date performance compared to the previous month's year-to-date performance. The target for this measure is to improve the quality and timeliness of the files submitted, and this is evidenced by a decrease in the error rate and the late rate when compared to last month's position.

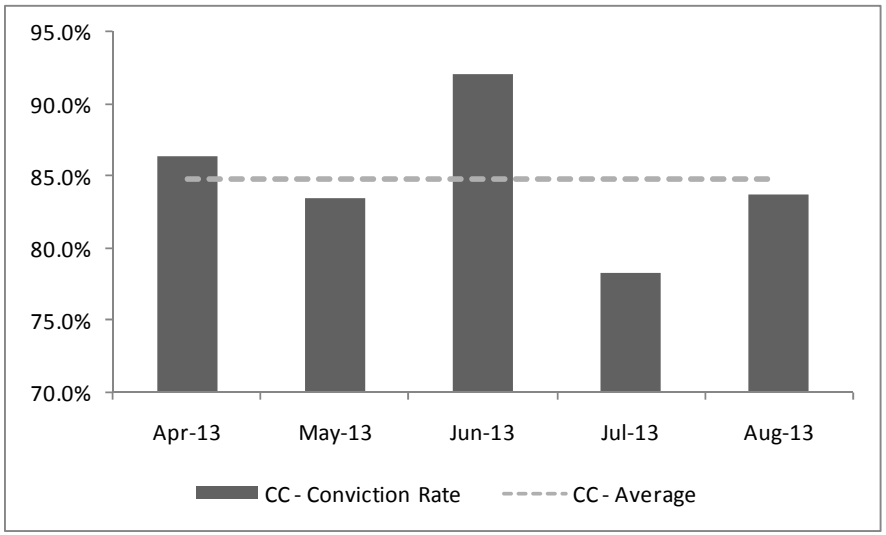
In terms of performance for the Crown Court, the target is currently being met, with both the error rate and the late rate lower this month than they were last month. The current year-to-date error rate is 57.2%, and this is compared to a year-to-date rate of 57.8% recorded last month, while the late rate is 52.3%, which is noticeably lower than the 58.1% reported last month. Monthly performance over time shows clear improvements made in both the quality and timeliness of files submitted to the Crown Court, with the error and late rates in August being the lowest recorded this year. In addition to this, the number of errors per file is also decreasing, with 77% of files in August containing 3 or less errors, compared to 83% in July. These improvements in performance allow confidence that recent efforts to improve the quality and timeliness of files submitted to the Crown Court are proving successful.

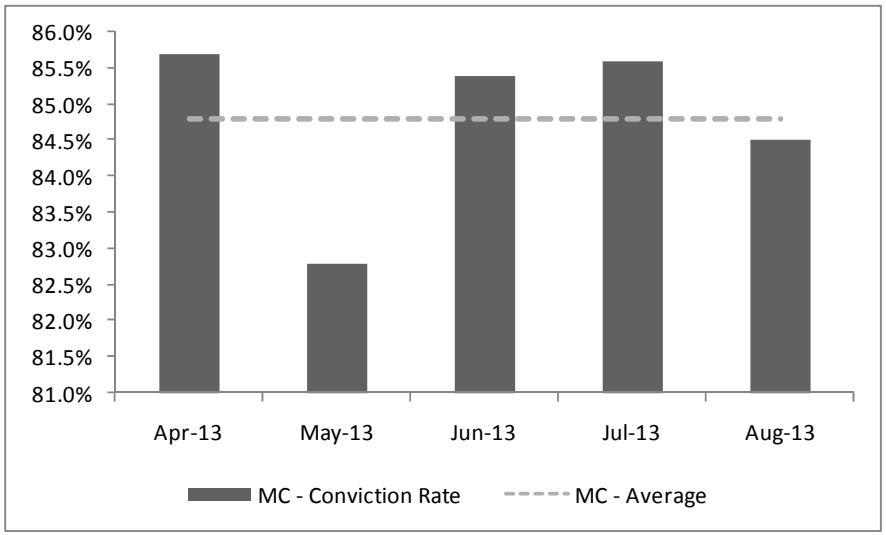
A different performance picture is seen on the Magistrates Court, with the target improvement not met for either quality or timeliness this month. The current year-to-date error rate is 9.1%, higher than the 8.2% recorded last month, while the late rate is 20.8%, again higher than the 20.3% recorded last month. The error rate has been increasing month-on-month since the start of this year, reaching a peak of 20% in August, and, the late rate is now also increasing despite improvements in timeliness at the start of this year. It should be noted that although file quality has deteriorated for the Magistrates Courts, the errors recorded this month were due to missing forms, and the quality of the content in the files was of a good standard.

It is believed that the current quality issues are related to a lack of training and inadequate supervision and this is currently being addressed in Force. The sergeant's accreditation training is almost complete and the Force also has a file review team who are available to advise officers on preparing case files for submission to the courts.

Appendix J

Strategic Priority	**Theme 2 – Improve the efficiency, accessibility and effectiveness of the Criminal Justice process**
Measure	***Crown Court and Magistrates Court conviction rates***
Target	*To be better than the national average*





Year-to-date performance - Crown Court (CC):	Year-to-date conviction rate of **84.5%** (April to August 2013)
Target performance (CC):	Target achieved with a current rate of **84.5%** better than the national rate of **81.3%**
Year-to-date performance (MC):	Year-to-date conviction rate of **84.7%**
Target performance (CC):	Close to target. The current conviction rate is the same as the national rate of **84.7%**.

Insight

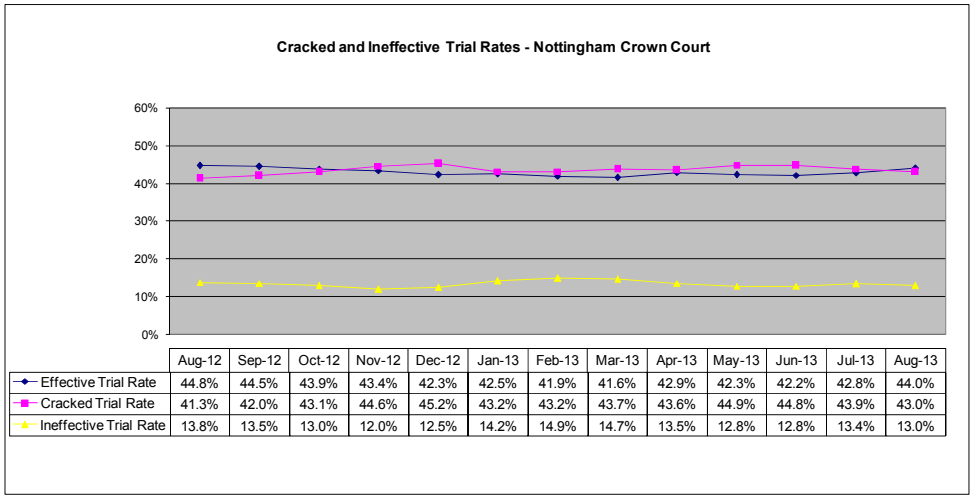
Conviction rates for both the Crown Court and the Magistrates Court remain stable in the short term picture, although due to a lack of historical data for this measure it is not possible to make a judgment of performance over the long term.

The Crown Court remains on target this month with a year-to-date rate of 84.5%, which is 3.2 percentage points higher than the national rate for the same period. The Crown Court performance is also in-line with regional performance, with the East Midlands region recording a year-to-date rate of 84.6%. It is worth noting that while the Crown Court remains on target, current year-to-date performance shows some signs of deterioration when compared to the position at the end of quarter one, where the conviction rate was 87.0%.

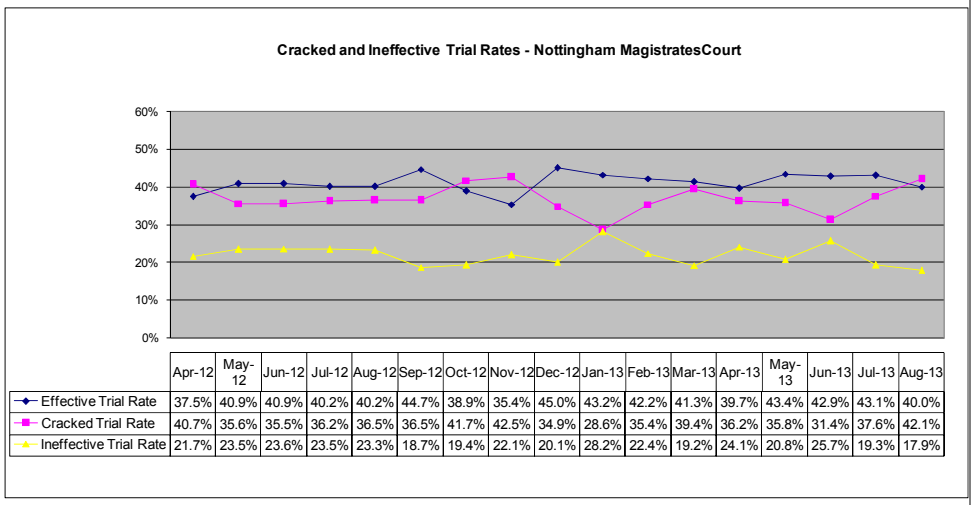
The Magistrates Court is close to meeting target, having achieved the national rate in the year-to-date picture. Performance is also better than the East Midlands region by 0.6 percentage points. Unlike the Crown Court, the Magistrates Court has seen little change in rate since quarter one, with an increase of 0.2 percentage points.

Appendix K

Strategic Priority	**Theme 2 – Improve the efficiency, accessibility and effectiveness of the Criminal Justice process**
Measure	***Crown Court and Magistrates Court effective trial rates***
Target	*To achieve a 50% effective trial rate for Crown Court and Magistrates Court*



	Aug-12	Sep-12	Oct-12	Nov-12	Dec-12	Jan-13	Feb-13	Mar-13	Apr-13	May-13	Jun-13	Jul-13	Aug-13
Effective Trial Rate	44.8%	44.5%	43.9%	43.4%	42.3%	42.5%	41.9%	41.6%	42.9%	42.3%	42.2%	42.8%	44.0%
Cracked Trial Rate	41.3%	42.0%	43.1%	44.6%	45.2%	43.2%	43.2%	43.7%	43.6%	44.9%	44.8%	43.9%	43.0%
Ineffective Trial Rate	13.8%	13.5%	13.0%	12.0%	12.5%	14.2%	14.9%	14.7%	13.5%	12.8%	12.8%	13.4%	13.0%



	Apr-12	May-12	Jun-12	Jul-12	Aug-12	Sep-12	Oct-12	Nov-12	Dec-12	Jan-13	Feb-13	Mar-13	Apr-13	May-13	Jun-13	Jul-13	Aug-13
Effective Trial Rate	37.5%	40.9%	40.9%	40.2%	40.2%	44.7%	38.9%	35.4%	45.0%	43.2%	42.2%	41.3%	39.7%	43.4%	42.9%	43.1%	40.0%
Cracked Trial Rate	40.7%	35.6%	35.5%	36.2%	36.5%	36.5%	41.7%	42.5%	34.9%	28.6%	35.4%	39.4%	36.2%	35.8%	31.4%	37.6%	42.1%
Ineffective Trial Rate	21.7%	23.5%	23.6%	23.5%	23.3%	18.7%	19.4%	22.1%	20.1%	28.2%	22.4%	19.2%	24.1%	20.8%	25.7%	19.3%	17.9%

Year-to-date performance - Crown Court (CC):	Year-to-date effective rate of **41.8%** (April to August 2013), an improvement of **1.9** percentage points compared to last year
Target performance (CC):	Target not achieved. Currently **8.2** percentage points below target
Year-to-date performance (MC):	Year-to-date effective rate of **42.8%**, an improvement of **0.9** percentage points compared to last year
Target performance (MC):	Target not achieved. Currently **7.2** percentage points below target

Insight

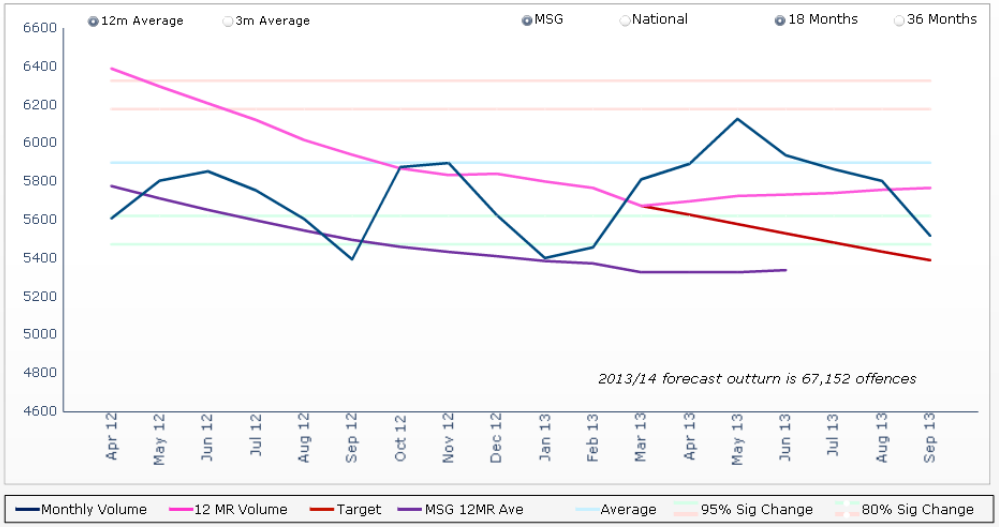
The charts shown above reveal that effective trial rates for both the Crown Court and Magistrates Court have been stable for some time. A slight improvement for both courts is seen in the current year-to-date picture, however the difference is relatively small and neither Court is achieving target at this time.

The Crown Court has a year-to-date effective trial rate of 41.8%, which is 1.9 percentage points below the rate recorded in the same period of last year. Despite this improvement the Crown Court performance is below the 50% target by 8.2 percentage points. The effective trial rate for the Magistrates Court is slightly higher at 42.8%, with the court also seeing a slight increase on last year (0.9 percentage points) however this area is also failing to meet target in the year-to-date picture.

Proportions of cracked trials, which are those where the defendant offers an acceptable plea or the prosecution offers no evidence, have also remained stable with little sign of change in performance over time. Ineffective trials (where no final outcome is reached), also remain stable, with around 13% of all trials (on average) recorded as ineffective this year.

Examination of monthly data suggests little evidence of a genuine improvement in performance over time, and if performance continues at it's current rate the target of a 50% effective trial rate will not be met at the end of the year. Examination of file quality and timeliness (as discussed in appendix I), shows that there are improvements to be made in Force in terms of both the quality and timeliness of the files submitted to the court, and may be the case that a high proportion of the ineffective or cracked trials could be the result of the Force's current performance in terms of file quality and timeliness.

Appendix L	
Strategic Priority	**Theme 3 – Focus on those local areas that are most affected by Crime and Anti-Social Behaviour**
Measure	***Total Number of Offences***
Target	*To reduce by 10% in 2013/14*



Year-to-date performance:	Increase of **3.3%** or **1,113** offences[50] (April – September 2013 compared to April – September 2012)
Month-to-date performance:	Increase of **2.1%** or **115** offences in the month of August
Target performance:	Currently **12.9%** or **4,522** offences worse than target

[50] *The figures quoted in this report are based on live data from the CRMS system and are therefore subject to change. For this reason variation may be seen when comparing figures in this report to the data tables provided at Appendix M*

Insight

There is little change in the performance picture for All Crime this month, with the Force continuing to record an increase in offences when compared to last year. The current year-to-date increase is 3.3%, which is more or less the same as the 3.2% increase reported in the two previous months, and the Force remains significantly off target. As noted in the previous report, month-on-month volumes are currently decreasing (see chart above), with September volume almost 5% down on August, however this is likely to be due to an expected seasonal pattern and may not necessarily represent a genuine improvement in performance.

The Force continues to experience year-to-date increases in a number of offence types, with current performance primarily driven by increases in the volume offence types of Violence Against the Person (VAP) and Theft & Handling, which between them account for around half of the Force's All Crime. The remaining volume crime type, Criminal Damage, is recording a year-to-date decrease in offences and is not contributing to the current All Crime increase, however it should be noted that the reduction is small, at 2.1% and performance for this area appears to be slowing. This will be monitored in the coming months to assess for any long-term change in trend which could adversely affect the All Crime picture.

There is no change in the year-to-date position for Violence Against the Person offences, with the Force recording an increase of 5.7% (419 offences) this year. This is similar to the 5.6% increase reported last month, suggesting that in the short-term performance picture there is no evidence of improvement, and this is despite reductions between both July and August, and August and September. Although the City and County BCUs are both recording a year-to-date increase in VAP, there appears to be a difference in performance in terms of their operational areas. While the City is experiencing increases on all three of it's operational areas, the increase in County BCU is currently being driven by an increase in the Bassetlaw/Newark & Sherwood area, with Ashfield/Mansfield and South Nottinghamshire both recording a similar number of offences to last year.

The profile of VAP offences shows little change from last month, with the Force again recording a slight reduction in the proportion of Night-Time Economy (NTE) violence, alongside increases in Domestic Violence (DV) and Other violence offences. The figures for both Domestic Violence Crimes and Repeat Victims of Domestic Violence are increasing this year, and this is the case across much of the Force area. It is interesting to note that both the Bassetlaw and Newark & Sherwood areas are seeing increases in DV and DV repeat victims, suggesting that the VAP increase noted in these areas may be in part driven by Domestic Violence offences.

Although the Force continues to experience an increase in Theft & Handling offences, there are signs of an improvement this month, with the current increase of 9.8% (975 offences) smaller than the 11.6% reported last month. It appears this may have been driven by improved performance on the City, which is now showing a smaller year-to-date increase in offences than the County (8.4% compared to 11.1%). The

City (in particular City Central) has seen success from a number of operations in recent months, the result being reductions in both theft of mobile phone and theft of bag offences, as well as shoplifting offences. A further initiative to tackle shoplifting commenced in October, with figures for the month so far showing a marked decrease in offences in the City. As mentioned in the previous report, Operation Graduate has been running on the City in September and October in an attempt to reduce student-related crime. While the first two weeks of October are showing notable decreases in All Crime volume on both the City Central and City Centre areas, the Operation is ongoing at this time and further analysis will be required in order to establish whether this reduction can be linked to actions taken as part of Operation Graduate.

Burglary Dwelling offences remain a concern with the Force currently experiencing an increase of 22.8% (403 offences) this year compared to last year. The Force has recorded increasing monthly totals since June of this year, with September reaching a peak at over 450 offences. This is contrary to the expected seasonal pattern, and is of particular concern when considering that the Force can expect an increase in burglaries over the winter months, particularly during the Christmas period. As discussed in the previous report, the County continues to drive the increase, with year to date increases on all three operational areas. Of most concern is the Ashfield/Mansfield area, which has seen an increase of more than 50% this year. On the City there is a split in terms of operational areas performance, with City Central and South both recording increases (the largest being on Central), while City North is currently maintaining a healthy reduction in Burglary Dwelling offences in the year-to-date picture.

The increases in All Crime are replicated across the majority of the Force area, with the City recording the slightly larger increase at 3.7% or 550 more offences, compared to the County (+3.0% or 570 offences). City performance is driven by increases on all three City operational areas, although the increase on City South is only slight, with 19 offences more this year compared to last. The largest increase is seen on City Central, with this driven by both VAP and Shoplifting offences in and around the City Centre. On the County BCU the Ashfield/Mansfield area has the largest increase, at 6.8% (445 offences), followed by Bassetlaw/Newark & Sherwood where the year-to-date increase is 3.9% (232 offences). South Nottinghamshire is the only area to be recording a decrease in All Crime volume this year, with a reduction of 1.6%, which equates to 107 less offences compared to last year.

Within the Force area are a number of specific local areas which are known to experience high volumes of Crime and Anti-Social Behaviour. These 'priority areas' have been identified through a strategic assessment process carried out by the Safer Nottinghamshire Board (SNB) on the County, and the Nottingham Crime and Disorder Partnership (CDP) on the City, and all have been set 'stretch' targets for reducing All Crime this year[51]. These localised areas have a genuine effect on performance for the Force, as between them they account for around 23% of the Forces All Crime volume to date this year. If all of the priority areas had achieved their target reductions (based on year-to-date performance), the Force would currently be recording a decrease in All Crime volume rather than an increase.

[51] *The target reduction for the City priority areas is 24%, for Ashfield/Mansfield and South Nottinghamshire is 18% and for Bassetlaw/Newark and Sherwood is 16%. For more detail on the priority areas please contact the report author.*

Performance in the priority areas is mixed, with reductions recorded on two of the eleven County areas (Hucknall Central – a 6.8% or 14 offences reduction, Netherfield & Colwick – a 15.8% or 54 offence reduction), and two of the five City areas (Aspley – a 4.6% or 41 offences reduction, Bridge – a 17.6% or 93 offences reduction).

Of the areas recording an increase on the County, four are of most concern, having had the largest volume and percentage increase in All Crime this year. These are Hucknall East and Sutton Central & East on the Ashfield/Mansfield area, Worksop on Bassetlaw/Newark & Sherwood and Eastwood South on South Nottinghamshire. All of these areas are experiencing increases in Shoplifting, with this offence type a particular issue for Worksop and Eastwood South. The increase on Hucknall East has been driven by Burglary Dwelling, while on Sutton Central & East the largest increase this year has been Vehicle Crime. The largest increase on the City is on the Arboretum, with this area continuing to experience increases in Shoplifting, Burglary Dwelling and Robbery.

The Force continues to record an increase in All Crime volume this month, and has made no progress against target, with the year-to-date position unchanged when compared to last month's position. The volume crime types are driving the current performance picture, with year-to-date increases in offending, while Burglary Dwelling performance is also of concern. Performance for the majority of offence types is at a similar level for both City and County BCU's and South Nottinghamshire remains the only area to be recording a reduction in All Crime offences this year. The Policing Plan target for this measure is a 10% reduction in All Crime during 2013/14, and while figures for the first two weeks of October show healthy reductions when compared to last October, the Force will still require a significant reduction in offences during the second half of the performance year in order to achieve the 2013/14 target.

Actions

Crime Type	Location	Current Actions
All Crime	County	The County's Partnership Plus Areas are subject to costed delivery plans which are funded through the Safer Nottinghamshire Board. These plans are monitored and delivered through the Community Safety Partnerships for each of the County Operational Areas. The Partnership Plus areas are subject to an inflated All Crime reduction target of 18% (16% in Bassetlaw/Newark & Sherwood) due to the increased funding available to these areas to tackle Crime and Anti-Social Behaviour.
All Crime	City	The City's Priority Wards are monitored through the City Crime and Disorder Partnership and are subject to additional activity in order to tackle the high volume issues in these areas.
VAP	Hotspot areas	A micro-beat technique is being used to identify sub-beat level areas within hotspot locations for VAP offences, such as those areas in town and city centres where violence offences are likely to occur. It is intended that this technique will allow officers to prevent or diffuse potentially violent situations before they can escalate.
VAP	Force-wide	The Force has recently established a Violence Against the Person gold group, which is directing targeted activity across the Force.
Theft and Handling	City	Operation Dormice has commenced in the City, working to reduce shop thefts in the top retail premises by identifying and managing prolific offenders through the Integrated Offender Management team.
Theft and Handling	Force	Operation Chasible continues to run on both City and County. This is an ongoing operation to tackle shop theft in those retail premises with the highest levels of shoplifting. The operation involves liaising with retail premises to introduce a prevent and deter strategy, and introducing specific action plans for each affected store. CCTV and undercover officers are also being utilised in hotspot locations.

Crime Type	Location	Current Actions
Theft and Handling	City	Ongoing engagement between the licensing team and the City's licensed premises in order to reduce theft from person offences in nightclubs and bars, particularly of mobile phones. This includes the use of ID scanners in the City's licensed premises, which was initially piloted in Rock City.
Student-related Crime	City	Operation Graduate began in September with the aim to reduce student-related offences which are known to increase when student residents, particularly first-year university students, return to the City for the start of the academic year. Planned activity will target areas with a high concentration of student residences, and will also use a preventative strategy by educating students on personal safety and home security.
Burglary Dwelling	Force-wide	The Force has recently established a Burglary gold group, which is directing targeted activity across the Force.
Burglary Dwelling	Force	Operation Graphite launched a period of intensive activity in October in an effort to effectively manage the Force's most prolific burglary offenders.
Burglary Dwelling	Force	Operation Optimal Forager commenced in September and features cocooning of households who are direct neighbours of burgled houses, and dedicated patrols in identified hotspot areas. This focuses on face to face contact with householders offering bespoke crime prevention advice, and in the case of vulnerable victims in particular, support to secure their property.

Appendix M

Strategic Priority	Theme 3 – Focus on those local areas that are most affected by Crime and Anti-Social Behaviour
Measure	*All Crime performance by Offence Type*

	Year-to-date performance				Month-to-date performance			
	Current Period	Previous Period	Diff	% Diff	Current Period	Previous Period	Diff	% Diff
All Crime	**35,132**	**34,019**	**1,113**	**3.3%**	**5,510**	**5,395**	**115**	**2.1%**
Violent Crime	8,935	8,211	724	8.8%	1,387	1,272	115	9.0%
VAP	7,770	7,358	412	5.6%	1,205	1,155	50	4.3%
VAP with injury	4,189	3,248	941	29.0%	622	505	117	23.2%
VAP without injury	3,581	4,110	-529	-12.9%	583	650	-67	-10.3%
Sexual Offences	612	462	150	32.5%	99	73	26	35.6%
Burglary Dwelling	2,170	1,767	403	22.8%	379	328	51	15.5%
Robbery	553	391	162	41.4%	83	44	39	88.6%
Vehicle Crime	3,194	3,353	-159	-4.7%	525	502	23	4.6%
Theft of Motor Vehicle	706	685	21	3.1%	94	96	-2	-2.1%
Theft from Motor Vehicle	2,488	2,668	-180	-6.7%	431	406	25	6.2%
Burglary Other	2,282	2,455	-173	-7.0%	421	333	88	26.4%
Theft and Handling	10,883	9,908	975	9.8%	1,645	1,637	8	0.5%
Fraud and Forgery	42	639	-597	-93.4%	2	94	-92	-97.9%
Criminal Damage	5,248	5,363	-115	-2.1%	774	885	-111	-12.5%
Drug Offences	1,848	1,901	-53	-2.8%	291	272	19	7.0%
Other Offences	530	422	108	25.6%	86	72	14	19.4%

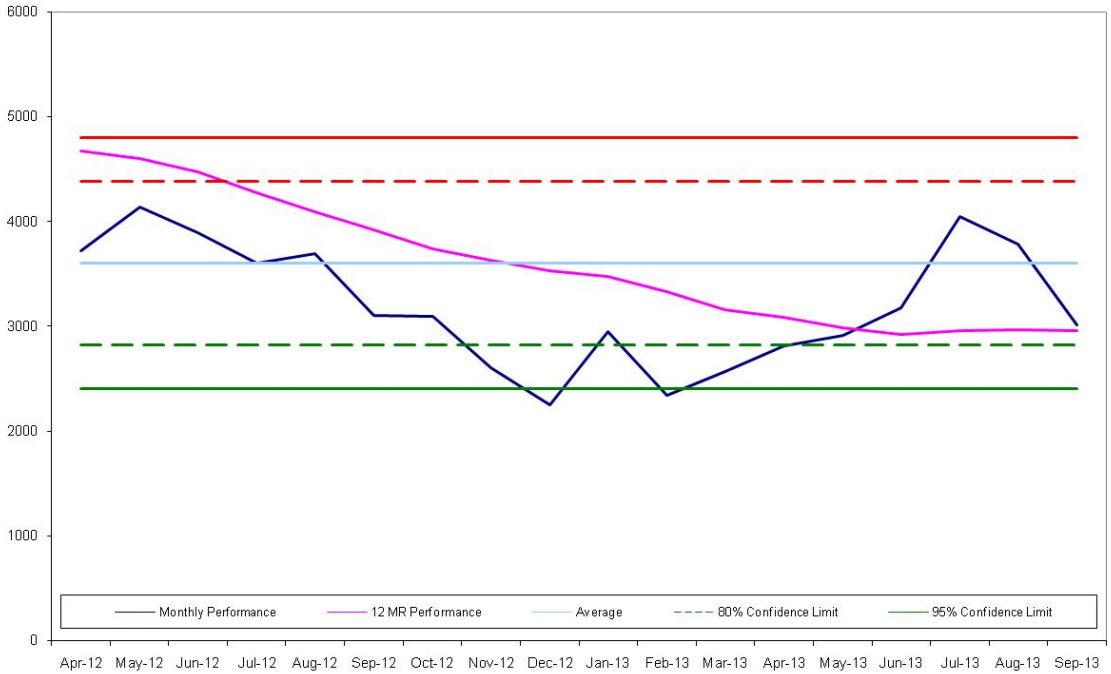
Appendix N

Strategic Priority	Theme 3 – Focus on those local areas that are most affected by Crime and Anti-Social Behaviour
Measure	*All Crime performance by Priority Areas (data to September)*

Priority Area (County)	YTD 2013/14	YTD 2012/13	Change	% Change	Stretch Target Reduction %	YTD Stretch Target Volume	Volume difference to stretch target	Percentage difference to stretch target
Hucknall Central	193	207	-14	-6.8%	-18.0%	170	23	13.5%
Hucknall East	317	278	39	14.0%	-18.0%	228	89	39.0%
Kirkby East	315	312	3	1.0%	-18.0%	256	59	23.0%
Sutton Central/East	586	533	53	9.9%	-18.0%	437	149	34.1%
Carr Bank	168	146	22	15.1%	-18.0%	120	48	40.0%
Portland	456	342	114	33.3%	-18.0%	280	176	62.9%
Woodlands	405	371	34	9.2%	-18.0%	304	101	33.2%
Worksop	1318	1216	102	8.4%	-16.0%	1021	297	29.1%
Castle/Magnus	644	635	9	1.4%	-16.0%	533	111	20.8%
Eastwood South	386	275	111	40.4%	-18.0%	226	160	70.8%
Netherfield & Colwick	287	341	-54	-15.8%	-18.0%	280	7	2.5%

Priority Area (City)	YTD 2013/14	YTD 2012/13	Change	% Change	Stretch Target Reduction %	YTD Stretch Target Volume	Volume difference to stretch target	Percentage difference to stretch target
Arboretum	720	583	137	23.5%	-24.0%	443	277	62.5%
Aspley	852	893	-41	-4.6%	-24.0%	679	173	25.5%
Bulwell	968	959	9	0.9%	-24.0%	729	239	32.8%
Bridge	435	528	-93	-17.6%	-24.0%	401	34	8.5%
St Anns	636	539	97	18.0%	-24.0%	410	226	55.1%

Appendix O	
Strategic Priority	**Theme 3 – Focus on those local areas that are most affected by Crime and Anti-Social Behaviour**
Measure	***Reduction in Anti-Social Behaviour incidents across the Force***
Target	*8% reduction year on year from 2013-14 to 2015-16*



Year-to-date performance:	Reduction of **10.9%** or **2,415** incidents (April – September 2013 compared to April – September 2012)
Month-to-date performance:	Reduction of **3.0%** or **93** less incidents in the month of September
Target performance:	Year-to-date target has been achieved. Currently **3.2%** or **645** incidents better than target

Insight

The Force is maintaining a year-to-date reduction in the volume of Anti-Social Behaviour (ASB) incidents and is also achieving the 8% target reduction; however there is further evidence that the current downward trend is continuing to lose momentum with a year-to-date reduction currently recorded at 10.9%. This is 1.3 percentage points (pp) lower than last month and 13.4pp lower than performance at the end of the first quarter.

The reduction in the overall rate has slowed due to month-on-month increases in both July and August. Although an increase throughout the summer months is not unusual and is in keeping with typical seasonal patterns recorded in Force, during the 2012/13 performance year the Force recorded month-on-month decreases from May through to December (with the exception of a slight increase in August). This exceptional performance served to create a low baseline which is proving difficult for the Force to achieve in the current year.

Positively the Force has recorded a 3.0% reduction in September, compared to the same month last year, and the reduction in September compared to August is the highest month-on-month reduction since February. This suggests that performance may be stabilising, however the situation should be monitored in the coming months to ensure that the current on-target position is not affected.

Performance at divisional level appears positive, with both the City (-6.5% or 593 less incidents) and the County (-14.0% or 1,822 less incidents) recording year-to-date reductions. However, the overall Force performance against target is masking a continued divide, highlighted in previous reports, between both areas with the year-to-date reduction on the City below the 8% target. At the start of the year both the City and County were recording similar levels of reduction, however July marked a noticeable shift in performance with the City recording a 27.5% increase month-to-date, while the County increase was notably smaller at 2.5%. The County has since managed to turn performance around and recorded month-to-date reductions in both August and September, however the City has continued to record increases over the same two months.

Reviewing City performance by operational area reveals that although all three areas have recorded increases over the last three months, a deterioration in performance was first noticeable on City South in June. Leading in to July, City South then recorded a 38.7% (or 137 additional incidents) increase compared to the same month last year. This was the highest percentage increase seen across the Force in July, and also the highest recorded volume of incidents since October 2011. This was followed by further increases in August and September which has resulted in City South recording a 1% year-to-date reduction, which is 7pp below the 8% target.

City North are also recording a reduction below the 8% target, with City Central the only area to be meeting target year-to-date, with a reduction of 11.3% compared to last year. While this is a positive picture for City Central, it should be noted Central recorded a 12.1% month-to-date

increase in incidents in September and if no improvements are seen in the upcoming months all three areas are at risk of underperforming when compared to target.

On an encouraging note, four of the five City priority areas are recording positive year-to-date reductions; in particular Bulwell (-18.4%) and Bridge (-10.1%), with the reduction on both Aspley and St Ann's just below the 8% target. Performance across all five areas has followed a similar pattern to the City as a whole during the first five months of the performance year; however there is a noticeable turnaround in September evident in Aspley, Bridge and Bulwell where reductions above 20% have been recorded compared to the previous September.

Breaking the County down to district level shows that six of the seven districts are recording year-to-date reductions above the 8% target, with Broxtowe just 0.3pp below target. Reviewing performance over the last quarter shows that across the County, the majority of districts have maintained healthy month-to-date reductions through July, August and September. While Broxtowe are the only area not to achieve target at present, September saw this area record their highest monthly reduction this year-to-date. Continued improvement in Broxtowe would see all seven districts recording year-to-date reductions above target.

In terms of partnership plus area on the County, only two out of the eleven are recording year-to-date increases in incidents. One of the areas with an increase, Carr Bank, has seen positive performance in the last two months, suggesting an improvement may be seen in the long-term. A less positive picture is seen on Eastwood South where large increases have been seen during quarter two following a strong start to the year.

Looking at the types of ASB incidents, the main volume of incidents continues to be nuisance related incidents, with stagnant performance throughout the second quarter appears to be the main driver behind current performance at Force level. The current year-to-date reduction is recorded at -19.7% (or 5,088 less incidents), which is better than target, and is nearly 10pp lower than at the end of quarter one.

In terms of personal incidents, year-to-date the Force is recording a 3.7% reduction (or 97 less incidents) compared to the same period last year, an improvement on the -0.4% recorded at the end of quarter one. The year-to-date reduction in terms of personal incidents is smaller due to large percentage increases in July and August; however performance in September suggests that the Force may have improved going forward and are on course to end the year with a reduction in this incident type.

While current performance remains on target the Force has seen a slow-down in reductions in recent months. The driver behind this loss in momentum appears to be the City, with reductions on both City North and South falling below the target 8% level. Seasonally the Force can expect to record an increase in incidents in October, especially around the end of the month towards Halloween. In order to minimise the effects of this expected spike on current target position the Force should make efforts to engage with the local community to counteract a rise in incidents.

Actions

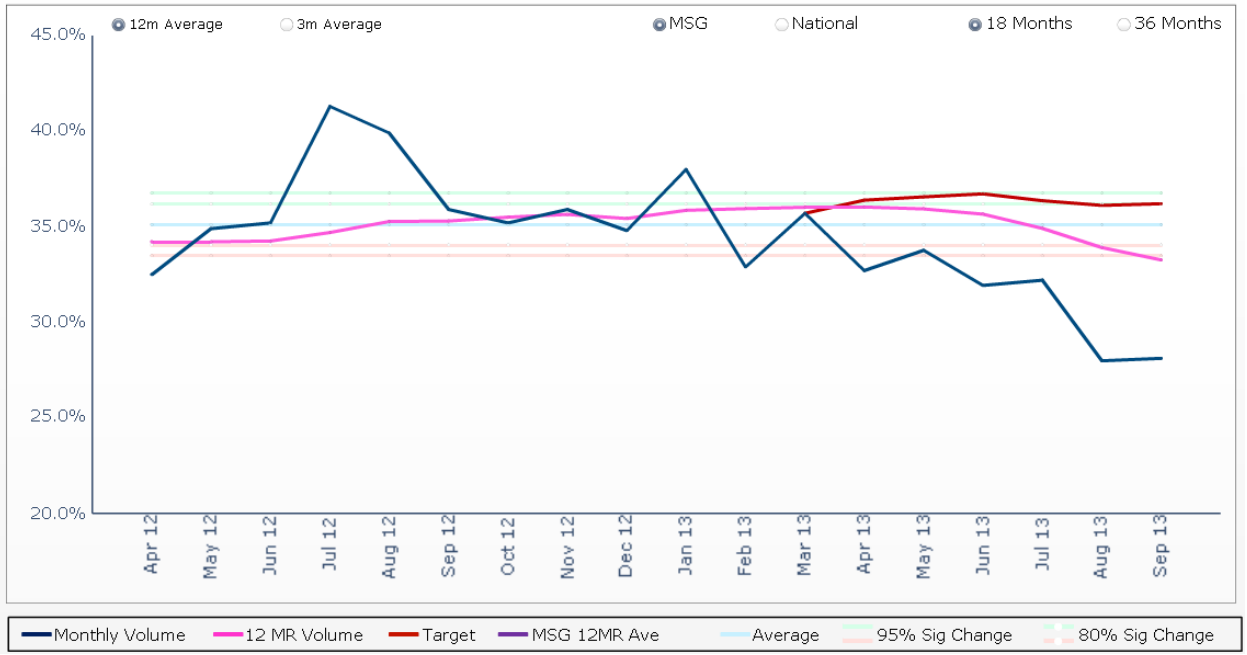
Crime Type	Location	Current Actions
Operation Animism	Force-wide	Local Operation Animism plans are ongoing in an attempt to reduce ASB, particularly in public areas such as town/city centres where large concentrations of ASB incidents are often seen.
Locally-managed ASB	Local	ASB continues to be managed at a local level in Force, allowing neighbourhood teams to target activity towards the type of ASB incidents which feature in their area. This method has proved successful in a number of areas and it is believed that by sharing examples of good practice the Force will see further reductions in incidents.
ASB Case Management	Force-wide	The Force is looking into the possibility of a new Case Management System to record details on ASB incidents, including victim and offender information. A similar system is currently being used successfully by Derbyshire Police.
ASB and the Night-time Economy	City Centre	An operation to target Crime and ASB volume as a result of the Night Time Economy (NTE) in the City Centre has recently been launched by the Force. It is intended that ASB in the City Centre, particularly that relating to the NTE, will be reduced through the targeted activity which includes high visibility patrols engaging with the public, early intervention and a low tolerance approach to incidents.

Appendix P

Strategic Priority	Theme 3 – Focus on those local areas that are most affected by Crime and Anti-Social Behaviour
Measure	*Anti-Social Behaviour by Area*

	Incident Volume				Target Position		
	2013/14	2012/13	Change	% Change	2013/14	Diff	% Diff
Force	**19721**	**22136**	**-2415**	**-10.9%**	**20366**	**-645**	**-3.2%**
City	**8484**	**9077**	**-593**	**-6.5%**	**8351**	**133**	**1.6%**
County	**11237**	**13059**	**-1822**	**-14.0%**	**12015**	**-778**	**-6.5%**
City North	2830	2962	-132	-4.5%	2726	104	3.8%
City Central	3428	3866	-438	-11.3%	3557	-129	-3.6%
City South	2226	2249	-23	-1.0%	2070	156	7.5%
Ashfield/Mansfield	**4204**	**5095**	**-891**	**-17.5%**	**4688**	**-484**	**-10.3%**
- Ashfield	2097	2578	-481	-18.7%	2372	-275	-11.6%
- Mansfield	2107	2517	-410	-16.3%	2316	-209	-9.0%
Bassetlaw/N & S	**3602**	**4077**	**-475**	**-11.7%**	**3751**	**-149**	**-4.0%**
- Bassetlaw	1958	2223	-265	-11.9%	2046	-88	-4.3%
- Newark & Sherwood	1644	1854	-210	-11.3%	1706	-62	-3.6%
South Notts	**3431**	**3887**	**-456**	**-11.7%**	**3577**	**-146**	**-4.1%**
- Broxtowe	1303	1411	-108	-7.7%	1299	4	0.3%
- Gedling	1259	1529	-270	-17.7%	1407	-148	-10.5%
- Rushcliffe	869	947	-78	-8.2%	872	-3	-0.3%

Appendix Q	
Strategic Priority	**Theme 3 – Focus on those local areas that are most affected by Crime and Anti-Social Behaviour**
Measure	***Detection Rate including Positive Outcomes***
Target	*Achieve a rate of 37%*



Year-to-date performance:	Detection rate of **31.1%**, a reduction of **5.5 percentage points** compared to last year-to-date
Month-to-date performance:	Detection rate of **28.1%**, a reduction of **7.8 percentage points** compared to September 2012
Target performance:	Year-to-date the Force is **5.9 percentage points (pp)** away from its target of **37.0%**

Insight

The Force is currently recording a detection rate of 31.1% year-to-date, a 5.5 percentage point drop compared to same period of last year and 5.9 percentage points (pp) below the Police & Crime Plan target. Despite the low rate the Force has around 247 offences which are still 'Awaiting Detection Approval'[52]. Once these are finalised the Force detection rate for the year so far will rise to 32%, still a considerable distance away from target.

In terms of detection rates the Force is recording small reductions in most offence types year-to-date compared with last year. Serious Acquisitive Crime (SAC; comprised of Domestic Burglary, Robbery and Vehicle Crime) is currently recording a detection rate of 11.7%, a drop of 5.2pp compare to the same period last year. Al three of the SAC offence types are contributing to this drop, with the most notable reductions apparent in the Domestic Burglary and Vehicle Crime detection rates. This detection rate for Burglary Dwelling is particularly impacted by an overall increase in Domestic Burglary offence volume; so while offences have increased by 22.8%, the overall volume of detections has reduced by 16.9%.

Reviewing detection performance as a whole, the Force has recorded a reduction in detection volume of 6.7% or 843 less detections then last year, and this is compared to an increase in overall offence volume of 3.3% (1,120 more offences then last year).

In terms of the method of positive disposals used to detect crimes, there continues to be uplift in the number of offences where Community Resolution has been used. Year-to-date, Community Resolutions account for 17.9% of all detected crime, whereas during the comparative period last year the equivalent figure was 13.0%. As Community Resolutions are often used as an alternative to Cautions, a subsequent reduction in the proportion of Cautions issued can be seen over the same period. The proportion of detections recorded as a Charge / Summons is approximately the same with a slight increase in proportion being recorded compared to last year, and almost half of detections detected using this method.

Force level Disposal Breakdown[53]:

YTD Apr-Sept For All Crime	2012/13	% Prop of total	2013/14	% Prop of total
Cautions	3,171	25.4%	2,383	20.9%
Charge / summons	6,029	48.3%	5,788	50.8%
Community Resolution	1,621	13.0%	2,037	17.9%
Other	732	5.9%	733	6.4%
Penalty Notice for Disorder	305	2.4%	121	1.1%
TICs not previously recorded	27	0.2%	14	0.1%
TICs previously recorded	593	4.8%	313	2.7%

[52] *Offences awaiting paperwork to be completed and scanned on to the Forces Crime Recording System*

[53] *TIC is a disposal method used where offenders admit to committing other offences that are suitable to be Taken into Consideration (TIC) along side the offence(s) for which they are being investigated.*

Divisional level Disposal Breakdown:

YTD Apr-Sept For All Crime	City				County			
	2012/13	% Prop of total	2013/14	% Prop of total	2012/13	% Prop of total	2013/14	% Prop of total
Cautions	1,276	22.9%	1,009	19.7%	1,895	27.5%	1,374	22.0%
Charge / summons	2,830	50.7%	2,705	52.7%	3,199	46.4%	3,083	49.3%
Community Resolution	816	14.6%	907	17.7%	805	11.7%	1,130	18.1%
Other	393	7.0%	387	7.5%	339	4.9%	346	5.5%
Penalty Notice for Disorder	131	2.3%	64	1.2%	174	2.5%	57	0.9%
TICs not previously recorded	3	0.1%			24	0.3%	14	0.2%
TICs previously recorded	131	2.3%	58	1.1%	462	6.7%	255	4.1%

Reviewing performance for both the City and County divisions, year-to-date both BCUs are recording similar rates (City 32.0%, County 30.4%) and both have recorded reductions compared to the previous year (City -5.6pp, County -5.4pp). For the month of September both divisions have again recorded similar detection rates (City 28.7%, County 27.7%) and both divisions have recorded sizeable reductions in detection rate compared to the same month last year (both around 10pp).

Examining the use of Community Resolution by offence type, proportions remain high for Shoplifting (30.5% of all Community Resolutions), VAP without injury (21.5%), VAP with injury (18.4%) and Criminal Damage (15.7%). These proportions are broadly similar to those recorded last year and last month, suggesting little change in the offences currently being identified for the Community Resolution process.

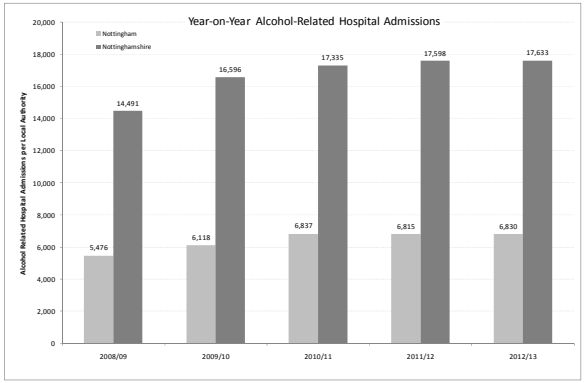
The overall year-to-date detection rate for Force is considerably lower then the current target of 37.0%, and reviewing year-to-date detection rates throughout the year reveals that the previously static rate is showing signs of deterioration in recent months. Monthly rates in quarter two have been particularly low and suggest that the Force will be moving further away from its target in coming months. This performance is particularly troubling when combined with the overall increase in offence volume the Force has recorded over the same period, and the Force will require a significant increase in the volume of detections it achieves in the remainder of the year in order to stand a chance of meeting target.

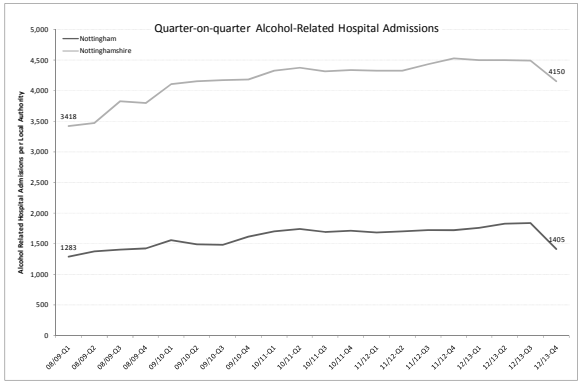
Actions

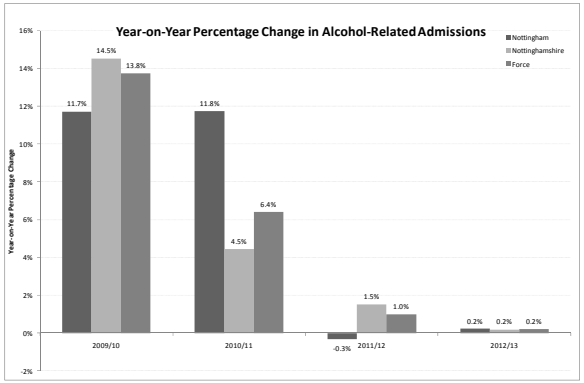
Crime Type	Location	Current Actions
Sanction Detections	Force-wide	The Force will continue to use Converter Teams to maximise detection opportunities, with a review process undertaken to ensure that the resources put into the programme are equal to the benefits received.
Sanction Detections	Force-wide	A Review of Converter Teams has now been completed and recommendations put forward to senior management for consideration.
Community Resolution Disposals	Force-Wide	The Force continues to promote the use of Community Resolution disposals where appropriate and all officers are currently offered the opportunity to attend a workshop which provides information and guidance on the use of Community Resolution as a method of detection.

Appendix R

Strategic Priority	**Theme 4 – Reduce the impact of drugs and alcohol on levels of Crime and Anti-Social Behaviour**
Measure	***Number of alcohol-related admissions to hospital***
Target	*A reduction in alcohol related hospital admissions compared to 2012/13*







Current performance:	Total Force Area has recorded a reduction in alcohol related admissions to hospital of **11.1%** or 693 less admissions (January – March 2013 compared to January – March 2012)
Target performance:	Target of a reduction in alcohol-related admissions has been achieved[54]
City Local Authority Performance:	Reduction of **18.5%** or 319 admissions
County Local Authority Performance:	Reduction of **8.3%** or 374 admissions

[54] *The target in the Police and Crime Plan is for a reduction in total alcohol-related hospital admissions in 2013/14 compared to 2012/13. Unfortunately the most current data available (via www.lape.org.uk) is only provisional data to quarter four of 2012/13 (which was released in September 2013). Because of this, performance data will be discussed in terms current available data to March 2013, until such a time when 2013/14 data is available.*

Insight

The information in this report is based upon on the methodology developed by the North West Knowledge and Intelligence Team (NWKIT). Following international best practice, the NWKIT methodology includes a wide range of diseases and injuries in which alcohol plays a part and estimates the proportion of cases that are attributable to the consumption of alcohol.

Nottinghamshire police Force data is broken down by the two Local Authorities; Nottingham and Nottinghamshire[55]. The volume of admissions in Q4 of 2012/13 was; 1,405 for Nottingham, 4,150 for Nottinghamshire.

These totals represent sizable decreases for both Nottingham (-18.5% or 319 fewer admissions) and Nottinghamshire (-8.3% or 374 fewer admissions), compared to the same quarter the previous year, in the previous quarter (Q3), both local authorities recorded increases compared to the same quarter the previous year.

Comparing the Force area as a whole, in quarter four of 2012/13 the Force recorded a decrease of 11.1% or 693 admissions compared to the same quarter in the previous year. This is a change in trend from quarter three, when the Force recorded an increase of 2.9% or 180 admissions compared to the same quarter in the previous year.

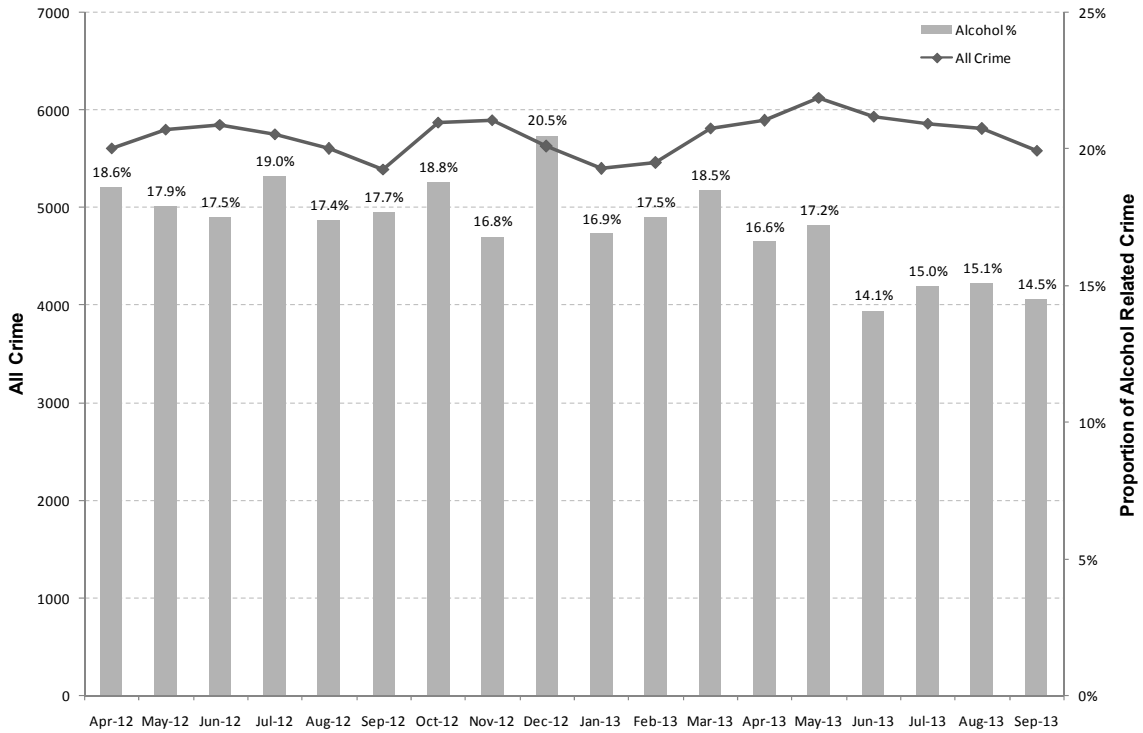
Assessing 2012/13 as a whole, both the local authorities and the overall Force area have recorded an increase compared to 2011/12, (Force +0.2% or 50 admissions, Nottingham +0.2% or 16 admissions and Nottinghamshire +0.2% or 34 admissions. These low level increases appear in line with a general slow down in percentage increases year-on-year over the last four years.

Nationally, the rate of admission[56] in the fourth quarter of 2012/13 in England was 476 per 100,000 population, a 3% decrease from the corresponding quarter in 2011/12. The East Midlands region shows a notably larger decrease, with a rate of 413 per 100,000 population in quarter 4 of 2012/13 representing an 8% decrease on the same quarter of the previous year.

55 *Nottinghamshire Local Authority area incorporates Nottinghamshire Primary Care Trust and Bassetlaw Primary Care Trust.*

56 *Provisional data on the rate of hospital admissions for alcohol-related harm for every 100,000 members of the population. The rates have been standardised using the European age profile. They are derived from the Hospital Episode Statistics (HES) and cover the first three quarters of 2012/13. The rate per 100,000 population is not available at Local Authority level.*

Appendix S	
Strategic Priority	**Theme 4 – Reduce the impact of drugs and alcohol on levels of Crime and Anti-Social Behaviour**
Measure	***The number of Alcohol Related Crimes (proxy measure)***
Target	*To monitor the number of crimes which appear alcohol related*



Current performance:	The Force has recorded a year-to-date proportion of alcohol related offences of **15.4%** or 5,437 offences (April – September 2013) compared to 18.0% (6,133 offences) for the same period the previous year
City Division Performance:	A year-to-date proportion of alcohol related offences of **17.1%** or 2,632 offences compared to 21.0% (3,106 offences) for the same period the previous year
County Division Performance:	A year-to-date proportion of alcohol related offences of **14.2%** or 2,805 offences compared to 15.8% (3,027 offences) for the same period the previous year

Insight

Due to the aforementioned concerns around data quality[57], a numerical target has not been set around this area; rather the Force will be expected to monitor alcohol related crime levels with a view to obtaining a better understanding of this area as a whole.

Over the 2012/13 performance year the Force recorded an overall proportion of alcohol related crime of 18.1%, with the highest month of the year being December (23.8%). In terms of divisional proportions in 2012/13 the City's was 21.0%, with the highest month being October (24.2%). The County recorded an overall proportion of 15.7% and its highest month was December with a proportion of 18.7%.

Comparing proportions year-on-year (comparing April-September 2013 to April- September 2012), the Force, despite recording an increase in overall crime volume, has recorded a proportional drop in the number of offences which were alcohol related – dropping from 18.0% in 2012 to 15.4% in 2013. This pattern is repeated across both the City and County, with both divisions recording year-on-year drops, the City from 21.0% to 17.1% and the County from 15.8% to 14.1%.

Based upon surveys carried out on behalf of the Crime Survey for England and Wales (CSEW), in 2011/12 47% of violent offences were identified where the victim believed the offender(s) to be under the influence of Alcohol, an increase of 3 percentage points on the previous year.

Reviewing current Violent Crime (VAP, Robbery, Sexual Offences) across the Force, year-to-date (April – September) 27.5% of offences were alcohol related, a drop of 6.1 percentage points compared to the same period the previous year. Both these proportions appear at odds with the national figures provided by the CSEW. For both years VAP offences have recorded the highest proportion of alcohol related offences (2012/13 – 35.9%, 2013/14 – 30.0%). Divisionally, the City is currently recording a year-to-date proportion of 25.2% (highest offence group is VAP – 27.7%), whilst the County is recording a proportion of 29.6% (highest offence group is again VAP – 31.9%).

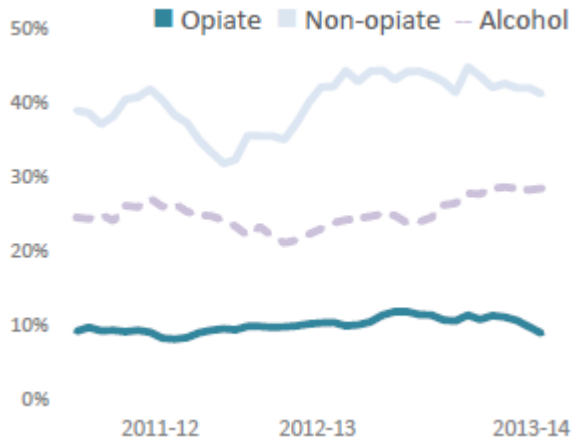
[57] Unfortunately the Force currently has data quality concerns around the effective use of "Alcohol" tags when recording offence details – a situation the Force is looking to rectify during the course of the current year. To allow the monitoring of this measure in the meantime the Performance & Insight team has produced a bespoke query which utilises a number of wild card searches on MO note details to ascertain whether or not the offence in question is alcohol related. This process is by no means fool proof but does allow some degree of monitoring at present and also provides a baseline to compare tagging activity against. Please note that since Mays report (data to April) further amendments have been made to the query used to identify alcohol related offences resulting in higher rates. Year-to-date and details for last year have been updated accordingly.

Actions

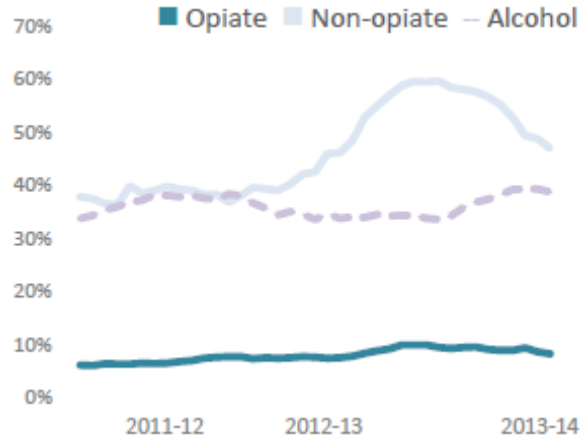
Operation	Current Actions
Force-wide	Substance Misuse Performance Framework in consultation with Force leads for sign off.
Force-wide	System for improving Alcohol / Drug Tagging being developed between Performance and Insight and Crime Management Bureau
Force-wide	Initial discussion with Contact Management understanding processes for Alcohol tagging of Incidents
Nottingham City	“Super strength” project in partnership with Nottingham City Council with the ambition of removing supers strength alcohol from sale in the City
Force-wide	Violence Seminar on the 09th April 2013 investigating Public Space, Night Time Economy and Alcohol related Violence issues

Appendix T	
Strategic Priority	**Theme 4 – Reduce the impact of drugs and alcohol on levels of Crime and Anti-Social Behaviour**
Measure	***% of successful treatment completions of OCU and Non-OCU (Opiate and Cocaine Users)***
Target	*A 1% increase in successful completions compared to 2012/13*

Successful completions as a proportion of all in treatment (Nottingham)



Successful completions as a proportion of all in treatment (Nottinghamshire)



Current performance (OCU):	**8.5%** successful completion rate[58], a decrease of **1.2 percentage points** (July 2012 – June 2013 compared to baseline of April 2012 – March 2013, for the Force area as a whole)
Current performance (non-OCU):	**43.2%** successful completion rate – decrease of **3.2 percentage points (pp)**
Target performance (OCU):	Currently **2.2 pp** worse than target (based on target of a 1% increase on baseline figure)
Target performance (non-OCU):	Currently **4.2 pp** worse than target

[58] *Successful completions as a proportion of all users in treatment*

Insight

This measure is based on the proportion of Opiate and Cocaine Users (OCU) and Non-Opiate and Cocaine Users (Non-OCU) who have successfully completed drug treatment programmes. Unless otherwise stated, figures are 12 months rolling and are compared to the 2012-13 baseline period.

In the 12 months to June 2013, there were a total of 3,798[59] Opiate and Cocaine users in treatment in the Force. Of these, 324 users successfully completed treatment, an OCU success rate of 8.5%. This is a decrease when compared to the 9.7% rate recorded during 2012/13. The success rate for Non-Opiate and Cocaine users also declined during the same period: Of a total of 585 Non-OCUs in treatment, 253 successfully completed treatment, which equates to a success rate of 43.2%, compared to 46.4% in the previous year. The target for this measure is for a 1% increase in the successful completion rate for both OCU and non-OCU, and as the rates for both have decreased this year, the target is not currently being met.

The Local Authorities provide a basic divisional split; on the City, the successful completion rate of OCU users has dropped from 11.1% to 8.9% and is 3.2% away from target, for Non-OCU users the completion rate has dropped from 42.5% to 41.1% and is off target by 2.4%. On the County, the successful completion rate of OCU users has dropped from 8.9% to 8.3% and is 1.6% away from target, for Non-OCU users the completion rate has dropped from 52.7% to 46.9% and is off target by 6.7%.

When assessing the actual volumes of users in treatment and those who have successfully completed, it appears that for OCUs, volumes of users who have completed successfully have decreased at a much faster rate (-14.1%) then the number of users in treatment (-2.0%). For Non-OCU users, volumes for both users completed and total in treatment have dropped at a similar rate to the baseline period.

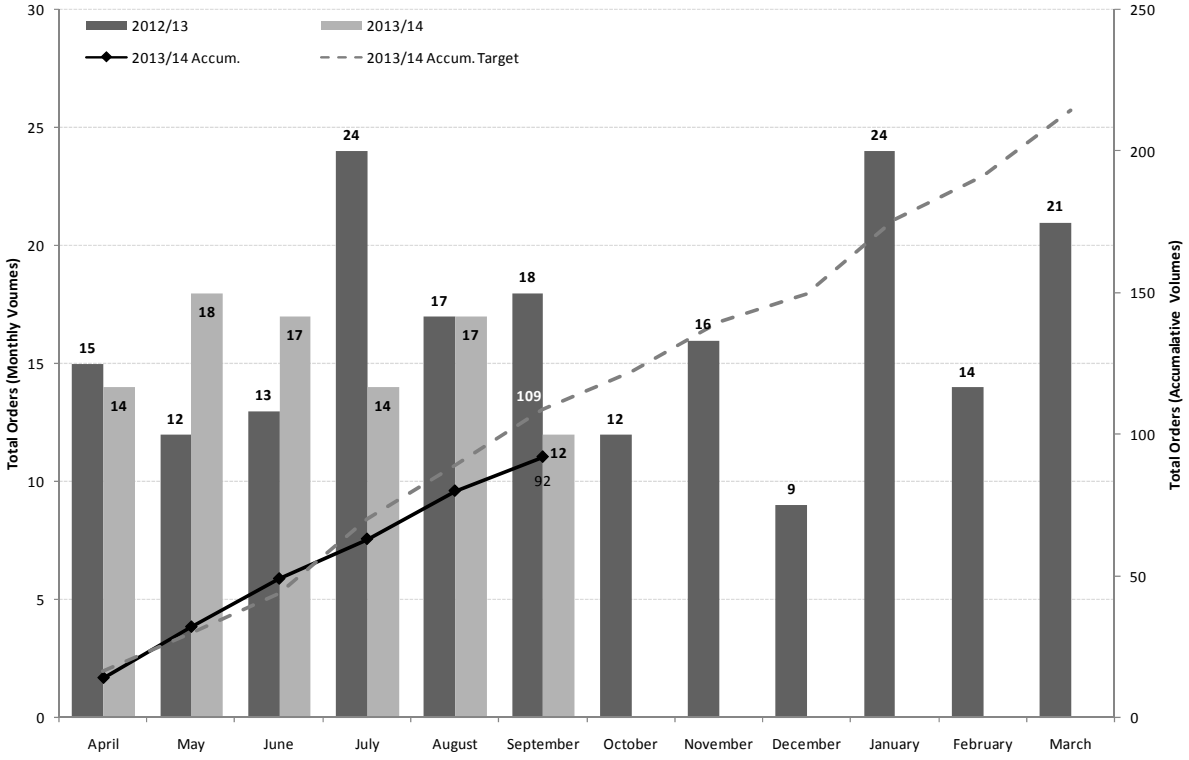
More mixed performance is seen in the proportion of successful completions when considering those users who are clients of the Criminal Justice system: Across the Force opiate users saw a success rate of 5.6% this year compared to 6.3% last year, while Non-Opiate users had a success rate of 35.2% compared to 33.2% last year.

Public Health England also monitor the proportion of OCU and non-OCU who successfully complete treatment and do not re-present within six months. Completion figures for the 12 months ending December 2012 reveal that 10.2% of OCUs successfully completed treatment and did not re-present within 6 months (re-presentations up to June 2013). This is an improvement on the baseline 7.1% rate (12 months ending December 2010), and is also higher than the equivalent national figure, with the average rate in England being 8.2%. In terms of non-OCU, the success rate for those who did not re-present was 50.5%, a notable improvement on the 38.9% recorded during the baseline period, and again this rate is higher than the national rate, which stands at 40.2%.

[59] *Source: Public Health England*

Appendix U

Strategic Priority	**Theme 5 – Reduce the threat from organised crime**
Measure	***The number of Proceeds of Crime Act (POCA) confiscation and forfeiture orders***
Target	*To Increase the Volume of POCA Orders by 10%*



Year-to-date performance:	A total of **92** orders recorded this year, a reduction of **7.1%** on the **99** recorded in the same period of last year
Year-to-date performance (value):	A total of **£445,645.04** has been recovered from **92** recovery orders. Average value per order is **£4,843.97.** This represents a decrease in average order value of **£4,259.33** (-**46.8%**) compared to last year
Target performance:	Force is worse than target by **17** orders or **18.4%** (against a target of a **10%** increase or a YTD target total of **109** orders)

Insight

For 2013/14 the Force has a target of increasing its overall volume of POCA orders (Confiscation and Forfeiture orders) by 10% compared to that achieved in 2012/13. Reviewing past performance against this measure, in 2012/13 the Force recorded a reduction in total orders of 7.1% (dropping from 210 to 195) and in 2011/12 the Force recorded a reduction of 1% (dropping from 212 to 210). Despite this challenging performance in past years an increased emphasis on POCA throughout the Force, particularly in raising officer awareness of use of POCA orders should allow the Force to drive an increase in overall order volume.

Based upon the 195 orders (Confiscation and Forfeiture orders) recorded in 2012/13 the Force is expected to record a total of 215 orders in 2013/14 in order to achieve the 10% increase target. For the current year-to-date period the Force has recorded 92 orders (12 Forfeiture orders and 80 Confiscation orders) compared to the 99 orders recorded for the same period last year (12 Forfeiture order and 87 Confiscation orders). This represents a decrease in order volume of 7.1% comparing this year to last.

In terms of order value the Force recorded a total value of £1,345,863.18 in 2012/13 which equates to an average order value of £6,901.86 for the year. Reviewing current year-to-date values the Force has recorded a total order value of £445,645.04 which equates to an average order value of £4,843.97, a decrease of 46.8% compared to the average order value recorded in the same period last year (£9,103.30). While this represents a sizeable difference , it is worth noting that the average value for 2012/13 was inflated by a significant investigation concluding in September 2012, which resulted in an order to the value of almost £270,000.

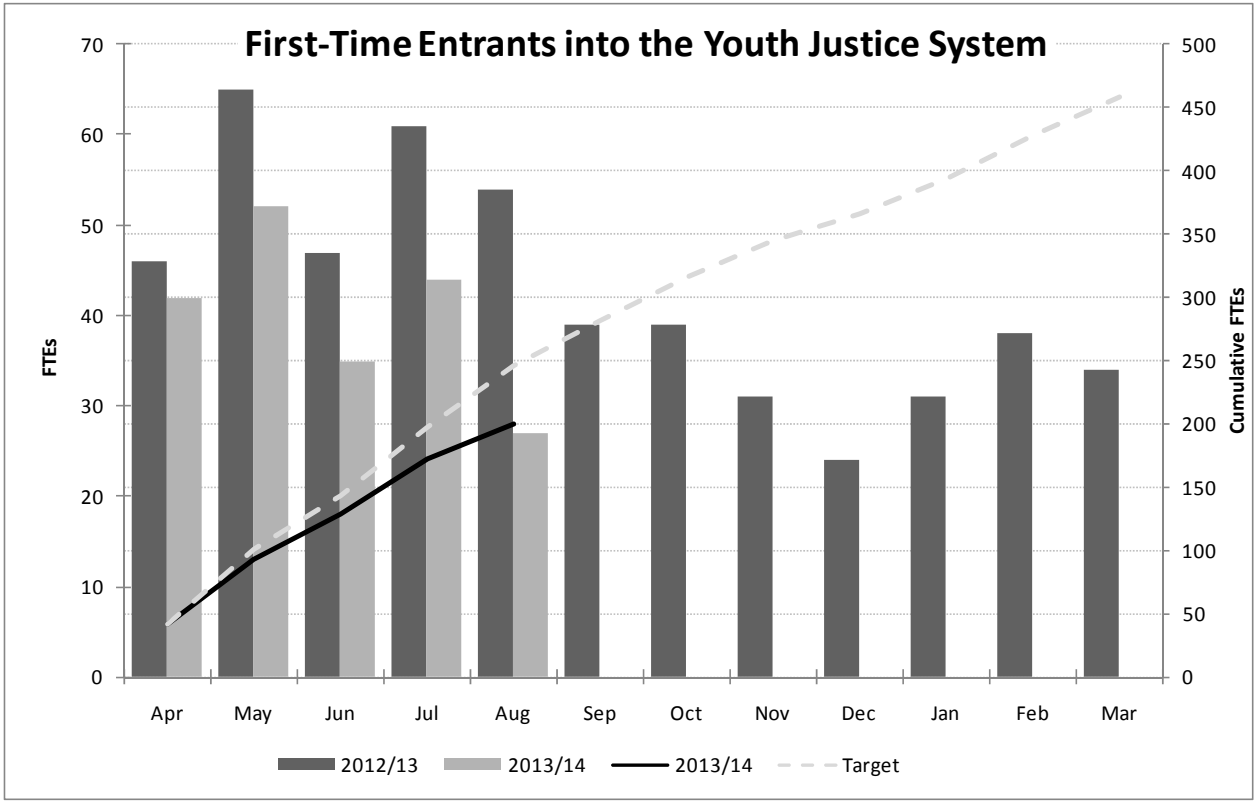
A new POCA process was launched in Force from 1st April 2013. When a crime number is allocated to an offence the investigating officer will receive a POCA support pack in which they will be asked to consider whether use of POCA legislation would support investigation of the offence in question. The aim is to integrate money laundering opportunities as part of the investigative strategy from the outset, thus facilitating a stronger likelihood of prosecution and the identification and seizure of assets at an early stage rather than post conviction. In addition to this, in the new financial year the Force has been reviewing more detailed management information around POCA performance.

For the months of April to September in 2013 the Force has failed to achieve its target, recording a total of 92 orders compared to the 99 recorded for the same period last year and a target of 109. In addition to this drop in order volume, there has also been a marked decrease in order value (the year-to-date total being nearly half a million pounds lower then last year). Although volatility around this measure is to be expected, performance does appear to deteriorating; one potential driver of this could be the release of several members of the Financial Investigation Unit to EMSOU (the regional East Midlands Special Operations Unit), from which no substantive orders have been generated yet.

Actions

Location	Current Actions
Force-wide	The Financial Investigation Unit is currently reviewing its processes to ensure maximum benefit is being accrued by the Force in respect of POCA legislation.
Force-wide	The unit has been re-launched with far more communication and support for those officers working on the front line.
Force-wide	Work is underway to consider whether money taken from those involved in crime can be put back into areas of policing and the community from where it was taken.
Force-wide	POCA Performance data is now compiled and circulated monthly throughout COT

Appendix V	
Strategic Priority	**Theme 6 – Prevention, early intervention and reduction in reoffending**
Measure	***The number of First-Time Entrants into the Youth Justice System***
Target	*To reduce the number of First-Time Entrants by 10% in 2013/14*



Current performance:	There have been **200** First-Time Entrants (FTEs) this year (April - August 2013). This is a reduction of **27.3%** (**75** FTEs) compared to last year
Target performance:	Year-to-date target has been achieved. Currently **23.8%** or **48** FTEs better than target
City Division Performance:	There have been **125** FTEs this year. This is a reduction of **6.0%** (**8** FTEs) compared to last year
County Division Performance:	There have been **75** FTEs this year. This is a reduction of **47.2%** (**67** FTEs) compared to last year

Insight

The Force continues to maintain a strong position against target for this measure with a reduction of 27.3% (75 FTEs) when compared to last year, meaning that the 10% reduction target has been achieved. Performance appears to be stabilising however, as the current percentage reduction is the same as that observed last month.

As noted in the previous report, a marked difference can be seen between the City and County division in terms of reductions, with the County recording a reduction of 47.2% whilst the City recorded a reduction of 6.0%. This pattern has been repeated throughout the year, with the County recording reductions of more than 40% in four of the five months of this year. City's performance appears to have been driven by a higher then average monthly volume in May, an event which also occurred in the previous year. Positively current volumes on the City appear to returning to more expected levels, suggesting that reductions on the City may improve further in the coming months.

The gender profiles of FTEs are in line with the information provided in previous months, with 76.9% of FTEs being male and 23.1% being female, and these are similar proportions to those recorded for the same period last year. In terms of reductions by gender, both male and female FTEs are recording reductions on last year (-25.9% and -31.7% respectively).

In terms of the age profile of FTEs this year, the majority of FTEs were aged between 15 and 17 at the time of arrest (74.0%), and this proportion shows a slight increase on that recorded in the same period of last year (up from 66.9%). All ages have seen either a reduction in FTEs or remained unchanged. The most notable change in terms of the age profile is a reduction in the number that were aged 14 at the time of arrest, with 44 FTEs last year compared to only 15 this year. This represents a drop of 65.9% and is the largest change this year in terms of age.

The number of entrants who describe their ethnicity as BME remains disproportionate to the ethnic make-up of the Force area[60], with 22.5% of FTEs recorded this year stating their ethnicity as BME, this is also an increase on the 17.8% recorded in the previous year. The reason for this is that the recorded number of BME First-time Entrants remains relatively unchanged across all ethnic groups this year, whereas the number of White entrants has dropped dramatically, resulting in an increased proportion of BME FTEs this year.

The main types of offences committed by FTEs are Theft & Handling (mainly shoplifting), Violence Against the Person (mainly Common Assault), Drug Offences, and Criminal Damage. The majority of offence types have recorded a reduction in FTEs this year, although the area that is driving the Force level reduction is Theft and Handling Stolen Goods, which has seen a reduction of 71.6% (58 fewer FTEs) this year.

[60] *Source: 2011 Census Population Estimates (ONS published 11 December 2012), Force area BME proportion of 11.2%.*

This strong reduction is likely to be the result of an increase in the use of Community Resolutions (which are predominately used for youth offenders and low-level offences such as shoplifting) as an alternative method of disposal. Areas which are showing the largest increases in FTEs are Criminal Damage offences (28 FTEs compared to 23 in the same period of last year), motoring offences (10 FTEs compared to 7 in the same period of last year) and Robbery (13 FTEs compared to 10 in the same period of last year).

In terms of the severity of the offences committed this year (offences are graded on a scale of 1-8, 1 being least serious), the majority of offences are graded low on this scale (between 1-3), and reductions are seen across most offence grades, with the largest volume reduction recorded in Grade 3 offences, with 70 fewer FTEs committing offences of this grade this year compared to last, and it is likely that this is related to the decrease in Theft and Handling offences over the same time period. The more serious grade offences (6-8) have all recorded reductions over the same period.

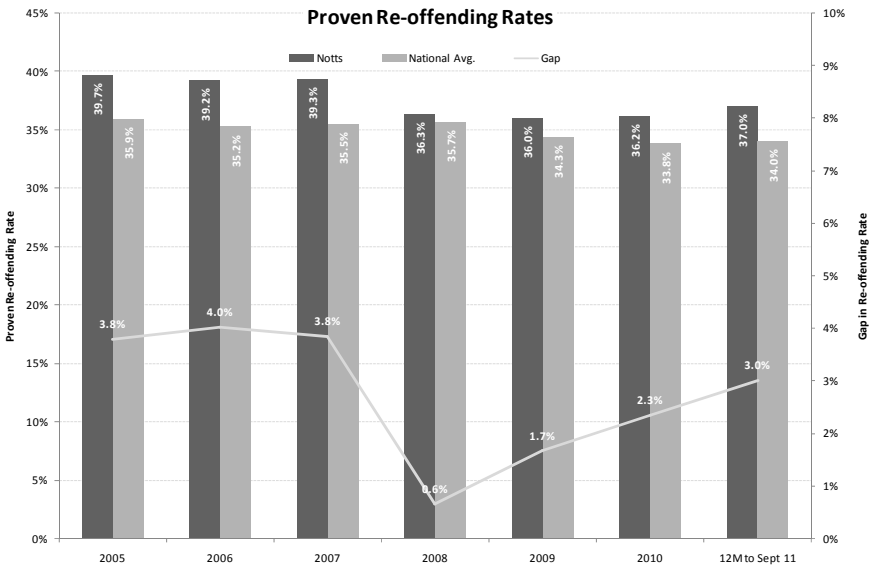
Performance at the start of 2013/14 is positive; the number of FTEs continues to decrease and the current reduction target has been easily achieved based on year-to-date figures, with this performance expected to continue throughout the year. An area which may still be of concern is the high proportion of BME First-time Entrants, particularly when compared to the previous year. Despite an overall reduction in FTEs, the number of BME FTEs remains unchanged, and this may be of concern when considering that numbers of White FTEs have decreased over the same period. The Force should endeavour to maintain the current level of performance through an ongoing programme of activity, but should also work to ensure that this programme is successful in reducing First-time Entrants across all groups.

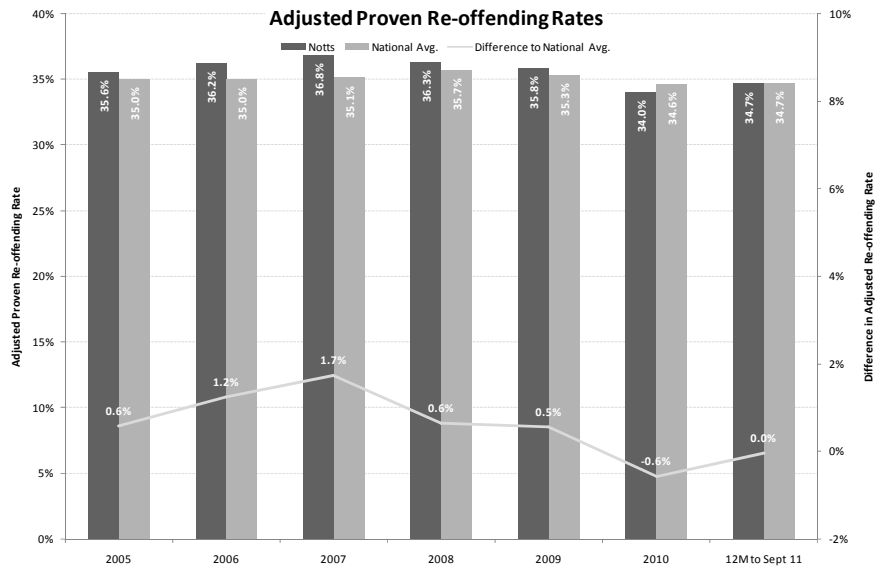
Actions

Operation	Location	Current Actions
Community Resolution	Force-wide	The Force has increased its use of Community Resolution disposals over the last 12 months (see Crime Detections section of this report for more detail). This means that fewer young people are entering the youth justice system as they are being dealt with through these more informal outcomes.
Prevention Team	Force-wide	There is a Targeted Support & Youth Justice Services Prevention Team that works with young people.
Diversionary Schemes	County	Several districts within the County area are using diversionary schemes, such as weekly football matches and stay safe schemes, to give young people something to do with their spare time, in the hope that this will steer them away from crime and anti social behaviour.

Appendix W

Strategic Priority	**Theme 6 - Prevention, early intervention and reduction in reoffending**
Measure	***Prevention, early intervention and reduction in reoffending***
Target	*Reduce (proven) reoffending to be below the national average, less than 32.4 percent*





Current performance:	Proven re-offending rate of **37.0%,** for data 12 months ending September 2011 (Adjusted rate[61] for the same period is **34.7%**, inline with the national average)
Target performance:	Nottinghamshire is **3.0 percentage points** above current national average of **34.0%**
Timeliness:	Current data is for 12 months ending September 2011, the publication of the next update is unclear on the www.gov.uk website

[61] *Adjusted rates refer to adjustments made to take in to account factor which may affect offending habits, further details can be found - https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/225091/proven-reoffending-definitions-measurement.pdf*

Insight

Proven re-offending is defined by the Ministry of Justice as any offence committed in a one year follow-up period and receiving a court conviction, caution, reprimand or warning in the one year follow-up or a further six month waiting period.

The baseline given in the Police & Crime Plan is for Adult Re-offending for the period of April 2010 to March 2011, a proven re-offending rate of 36.9%, 3.0 percentage points (pp) above the national average for the same period (national average of 33.9%). This rate ranks Nottinghamshire 31st out of 36 trusts. The target is to achieve a rate below that of the national average.

The most recent data available is for offenders for the period 12 months ending September 2011. For this period, Nottinghamshire's rate of 37.0% is 3.0pp above the national average of 34.0%. This rate ranks Nottinghamshire 32nd of 36 trusts, this represents a slight improvement in performance compared to the previously released dataset (12 months of data to June 2011) where the gap to the national average was 3.3pp.

Reviewing re-offending rates over time we can see that Nottinghamshire's rate has remained fairly stable over the last four periods whilst the national average has dropped from 35.7% to 34.0% over the same time period. The gap between Nottinghamshire and the National Average has, as a consequence of this performance, increased from a low of 0.6% in 2008 to the current gap of 3.0%, a similar level of gap to that recorded in 2007.

In terms of adjusted rates, Nottinghamshire's performance is more favourable. Reviewing rates over the last four periods we can see that Nottinghamshire has been less the one percent away from the national average and in 2010 was in fact below the national average.

Reviewing actual offending volumes, the current dataset (12 months to September 2011) lists an average of 3.31 offences per re-offender, equating to 4,489 offences in total for the 12 month period. This is a slight improvement in the previous dataset (12 months to June 2011), where the average of offences per re-offender was 3.20 and equated to a total of 4,446 offences.

Integrated Offender Management Update:

Integrated Offender Management (IOM) is multi-agency partnership working with the aim of reducing crime through the intensive supervision and monitoring of the top 0.5% of Serious Acquisitive Crime Prolific and Priority Offenders, who pose the greatest threat and risk of harm and are responsible for committing 10% of all crime.

There are currently 328 IOM nominals managed by the Force with just over half on the County. The majority of nominals are adult[62] (74.7%) with 7% currently classed as a juvenile. IOM nominals fall into one of the following three levels:

- **Level 1** – on licence – breaches or further offences can lead to them being recalled – applied for by Probation but Home Office make the decision.
- **Level 2** – community order with a supervision condition or young offenders on licence – breaches have to go before a Magistrates' Court.
- **Level 3** – most are non-statutory supervision and so are expected to engage on a voluntary basis.

Just under 54% (176 offenders) of the nominals have been assessed as Level 1, with the majority of these (84.7% or 149 nominals) being adults, just under 10% of nominals are Level 2 (32 nominals) and just over a third are Level 3 (115 nominals). Examining the Level 3 Cohorts further, 48.7% are classed as 'non-statutory' (without licence conditions) and 32.1% as 'statutory' (with licence conditions). The remaining Level 3 offenders were classed as 'Prolific Priority Offenders'.

Cross referencing the 328 nominal's against named offenders and/or suspects for offences[63] recorded in 2013/14[64] reveals that 226 (68.9%) IOM nominals have been recorded as the offender in 296 offences and a named suspect in a further 205 offences and, excluding Domestic Incidents, account for 1.4% of recorded crime in 2013/14.

Examining the types of offences where IOM nominal's have been identified as an offender, 41.0% (122) were recorded as a Serious Acquisitive Crime (SAC) offence, the majority of which are Vehicle Crime offences and Domestic Burglaries. An additional 30.6% of offences are recorded as acquisitive offences such as Burglary Other and Theft and 12.1% were recorded as Violence Against a Person (VAP) offences.

45.2% of offences where the nominal is recorded as a suspect are recorded as a SAC offence, the majority of which are Domestic Burglaries. An additional 17.4% are recorded as acquisitive offences, with just over half recorded as Theft & Handling offences, and a further 10.2% recorded as VAP.

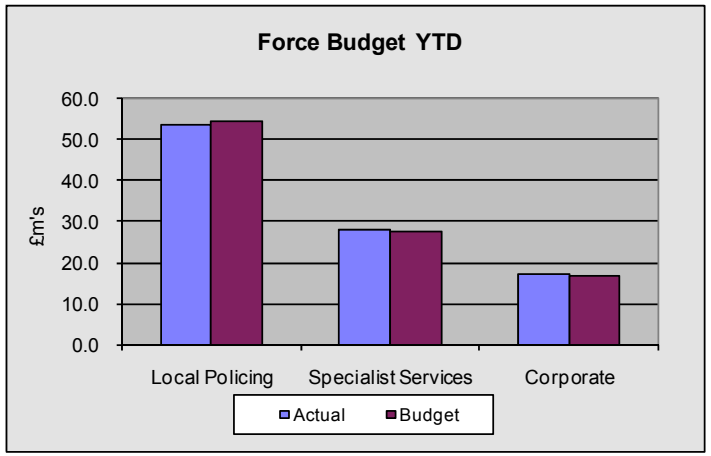
[62] *Aged 18 and over*

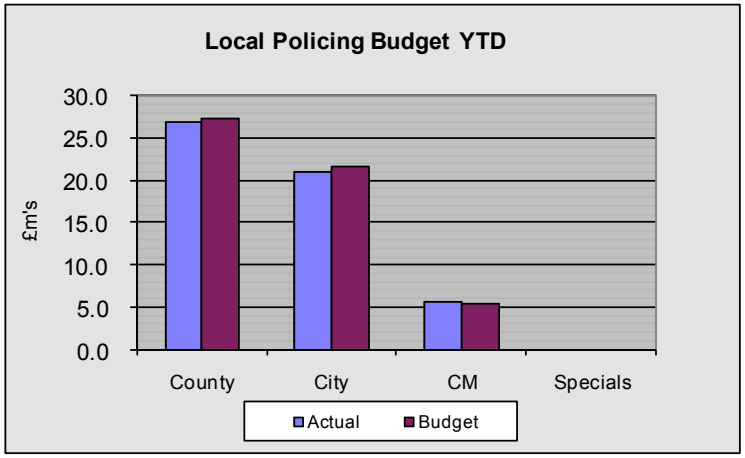
[63] *Offences include both Home Office Recordable offences and Domestic Violence Incidents*

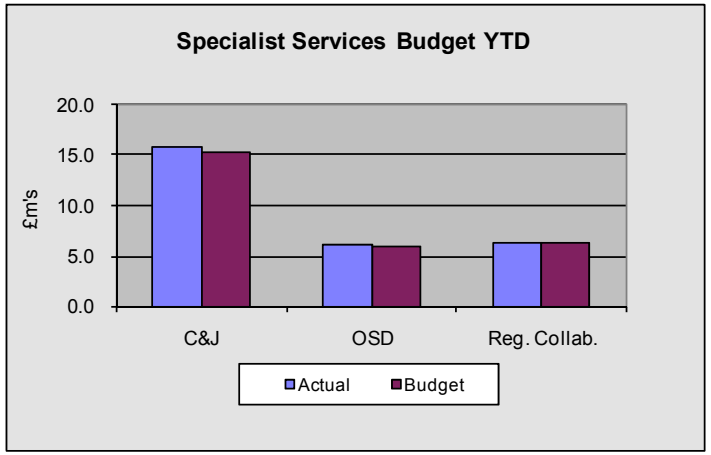
[64] *The cross referring checks for exact matches in Surname, Forename and Date of Birth for named offenders or suspects recorded against offences from April to September 2013*

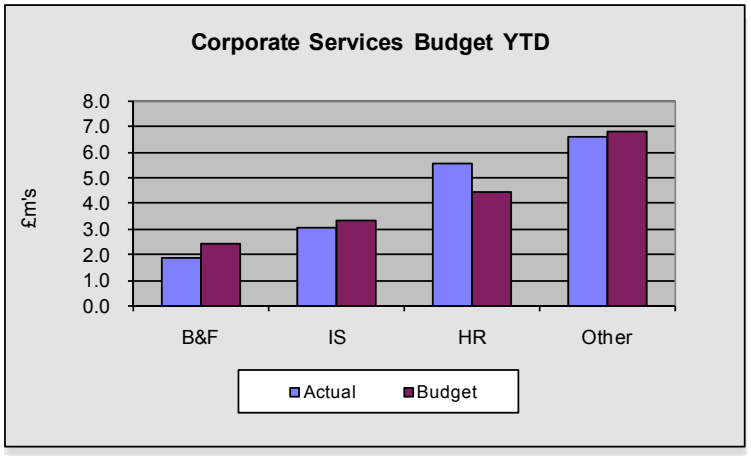
Appendix X

Strategic Priority	*Theme 7 – Spending Your Money Wisely*
Measure	***Comparison of projected spend against actual spend by Force and Portfolio areas***
Budget	*£196.998m*









Year-to-date performance:	Actual spend of £99.030m against a budget of £98.806m.
Month-to-date performance:	Actual spend of £16.856m against a budget of £16.574m.
Target performance:	Full year budget of £196.998m.

Insight

The full year net revenue budget for 2013-14 is £196.998m.

Actual net expenditure for the six months to September 2013 was £99.030m against a budget of £98.806m. The resulting position against budget was an over spend of £0.224m. After adjusting for budget re phasing, mainly attributable to the timing of payments from the Community Safety Grant, a more accurate measure is a £1.120m over spend against budget. £0.762m of this overspend relates to medical retirements which were higher than recent trend and projected to continue that way.

Police pay and allowances expenditure was £51.808m year to date. This represented a £0.207m over spend against budget. The actual average number of FTE's at 2,020 was 10 lower than the budget of 2,030. The mix of recruits between new officers and transferees combined with actual mix of ranks compared unfavourably to the budgeted assumptions resulting in this overspend. To date there are 70 new officers (48 new recruits and 22 transferees) which is 8 less than the budget of 78 (47 new recruits and 31 transferees). Included is £0.029m relating to allowances for officers released to the G8 summit which has been offset by income. The budget is based on the workforce plan by applying an average cost per grade.

Police officer overtime expenditure was £2.147m year to date. This represented a £0.443m over spend against budget. This variance was mainly in City with £0.155m relating to operations Embolite, Fabella, Fassaite and Accelerate; County with £0.177m relating to Operation Accelerate and Embolite; Crime & Justice with £0.023m due to custody shift patterns; and OSD £0.126m due to overtime worked at G8 summit. G8 summit overtime has been offset by income.

Police staff pay and allowances expenditure was £24.428m year to date. This represented a £1.034m under spend against budget. The actual average number of FTE's at 1,474 was 149 lower than the budget of 1,623, with Local Policing being 84, Specialist Services 31 and Corporate Services 34 FTEs under budget. Agency staff have been recruited to partly fill this gap but £0.270m of agency costs for Operation Daybreak budgeted to take place between April to June has not yet been spent. It is now planned that the majority of the resource will be sourced from in force, and therefore the agency cost will be less than budgeted. A further saving in Local Policing of c£0.600m due to the budget containing 40 civilianised posts is bankable because the staff will now not be in post until November. The budget is based on the workforce plan by applying an average cost per grade. Workforce plans have been updated as part of the first quarter forecast and will be reviewed again as part of the second quarter forecast exercise.

Police staff overtime expenditure was £0.398m year to date. This represented a £0.131m over spend against budget. This over spend is largely attributable to the vacancy gap outlined above.

Premises running costs were £3.263m year to date. This represented a £0.283m over spend against budget. The over spend is predominantly due to the budgeted efficiency target saving of £0.306m and energy costs £0.088m. The efficiency savings have not been allocated down to individual account code however currently savings to budget of £0.067m are being recorded against repair costs and £0.063m against rates

due to a review earlier in the year. The nature of the repairs spend is uneven so this saving may reverse later in the year. All efficiency savings are being reviewed in detail to see whether the assumptions made in the budget are still realistic.

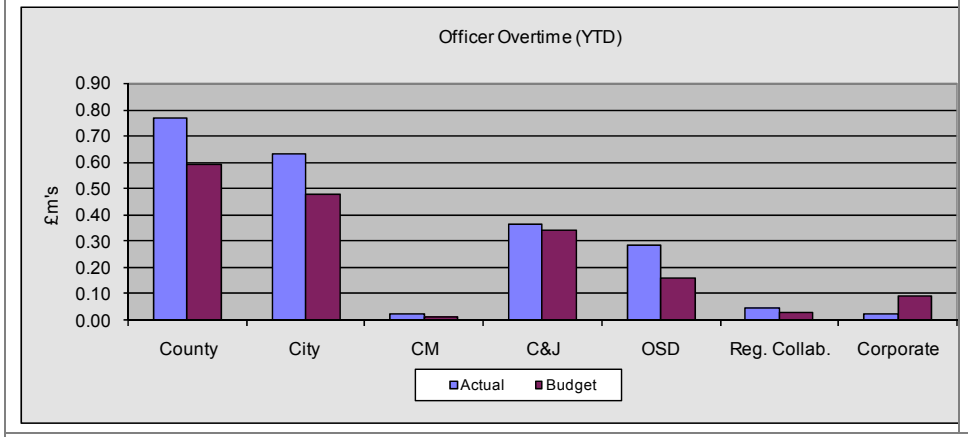
Transport costs were £2.964m year to date. This represented a £0.138m over spend against budget. The budget included an efficiency target saving of £0.100m, and although some vehicle availability savings and accident damage have been recorded this has been more than offset by over spends on hire vehicle charges, vehicle maintenance, equipment purchases and fuel charges. Although these spends can be uneven clearly a risk exists that this budget will be over spent. An accrual for £0.100m has been raised in September to offset against an expected recovery of tyre costs from Vensons. Vensons have disputed our calculations and a meeting will take place in October to attempt to resolve the matter.

Collaboration contributions were £3.012m year to date. This represented a £0.083m under spend against budget. This is the cash contribution made to other forces who are leading the collaboration activity. This variance is largely due to the one off release of an over accrual for Legal services from 2012-13 of £0.121m, offset by efficiency savings and a contribution for a 12 month regional post to develop common practices across the East Midlands' firearms units. The annual efficiency target of £0.200m is an overlay over and above the regionally advised budget number. The achievability of this saving is not within our control however the region has published a first quarter forecast which indicates a net saving across the region of £0.231m. The results are mixed with overspends on regional occupational health offsetting savings in other areas. We have not recognised our share of this saving in our actual costs. The next review of results is due to be presented to the Regional Resources Board in October.

More detailed analysis is contained in the Revenue Budget Management Report 2013-14: Year to September 2013 report.

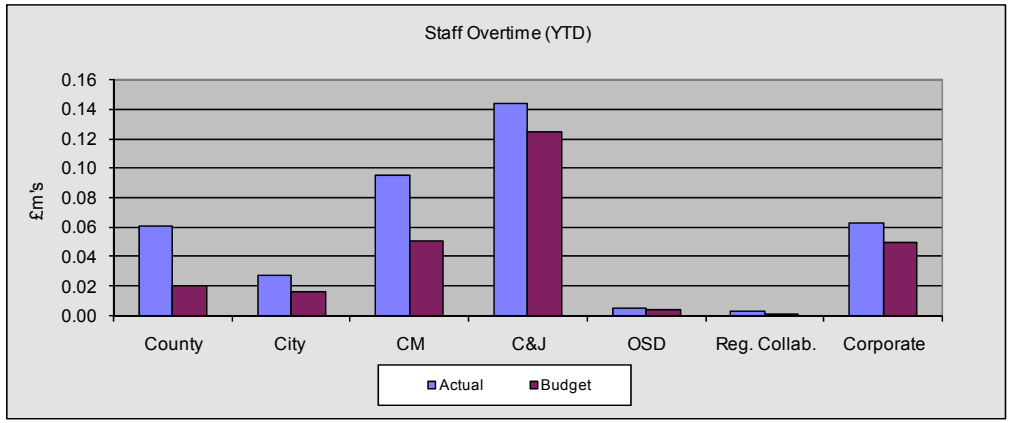
Appendix Y

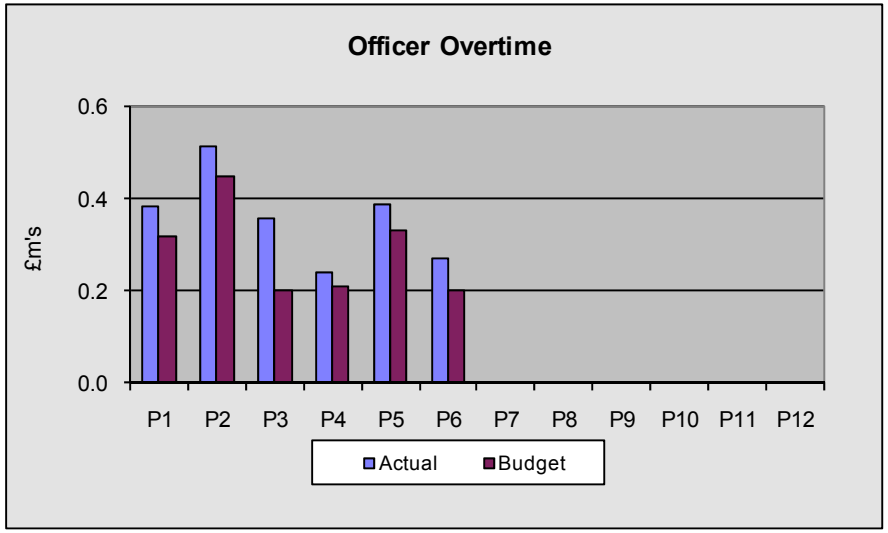
Strategic Priority	*Theme 7 – Spending Your Money Wisely*
Measure	***Overtime Budget***
Budget	*£3.819m*

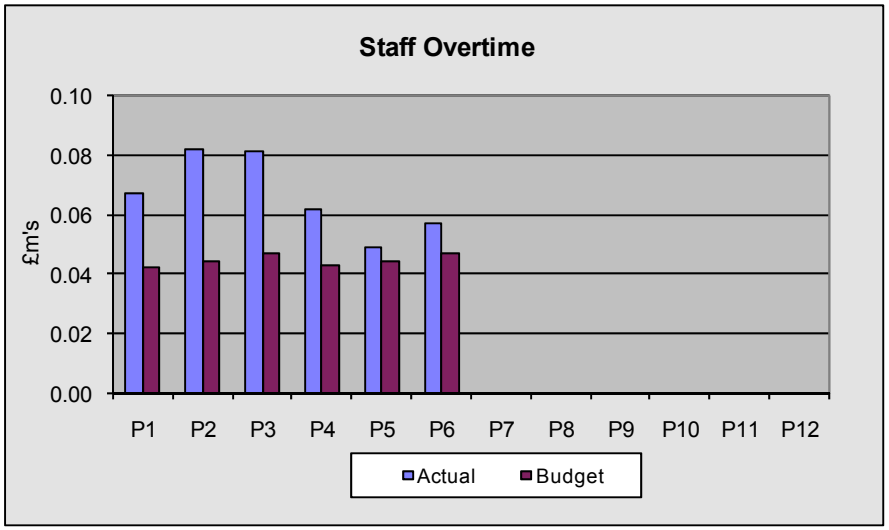


Officer Actual (YTD)	**£2.147m**
Officer budget (YTD)	**£1.704m**

Staff Actual (YTD)	**£0.398m**
Staff budget (YTD)	**£0.267m**







Year-to-date performance:	Actual spend of £2.545m against a budget of £1.971m.
Month-to-date performance:	Actual spend of £0.327m against a budget of £0.247m.
Target performance:	Full year budget of £3.819m.

Insight

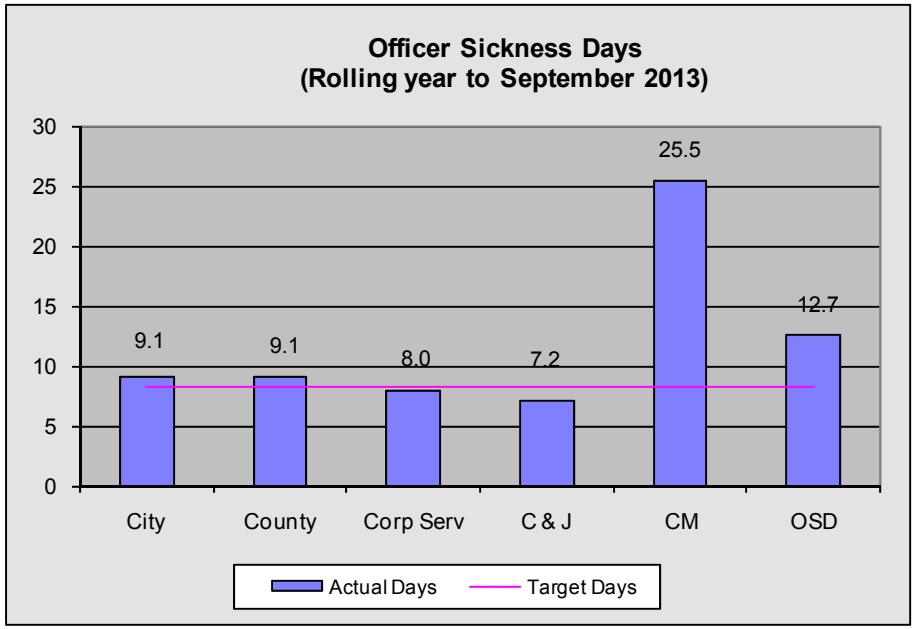
The main drivers for Officer Overtime have been:

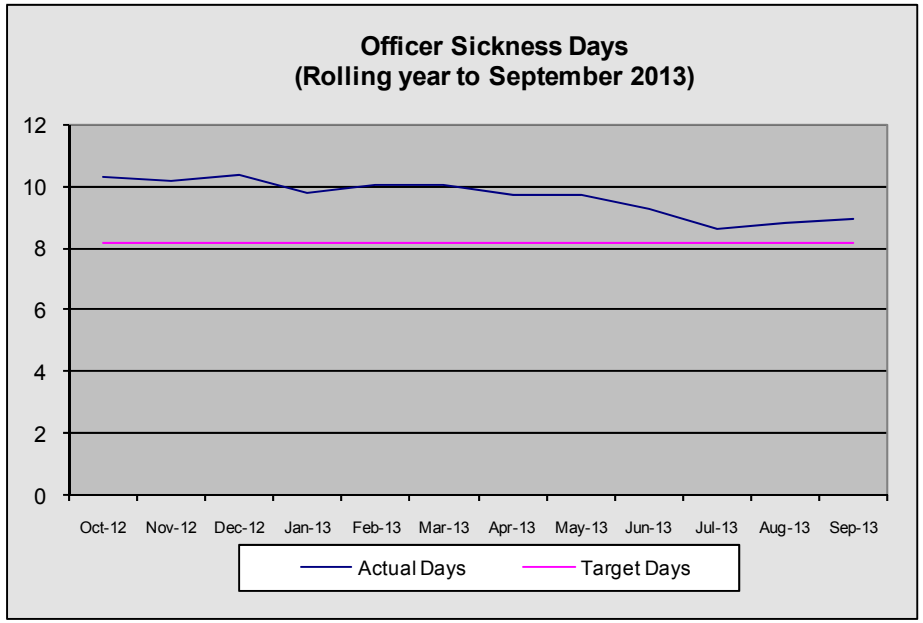
- Increase in regional activities around major crimes by the Major Crime Unit and the Serious & Organised Crime Unit
- Covering staff shortages in the custody suites
- Maintaining police presence over bank holidays
- City centre patrols
- Op Accelerate – short term projects to speed some key crime fighting initiatives
- Op Embolite – policing of Easter event
- Op Fabella – planned patrols around burglary hotspots
- Op Sponsor – support for the Police Service of Northern Ireland in policing the G8 summit (chargeable to the PSNI)
- Op Solentina – support for the Police Service of Northern Ireland in keeping order since G8 summit (chargeable to the PSNI)
- Op Hirundo – homicide
- Op Enamalled – policing of armed forces day in Nottingham

The main driver for staff overtime has been covering the vacancy gap.

Appendix Z

Strategic Priority	*Theme 7 – Spending Your Money Wisely*
Measure	***Total number of days lost to sickness (Police Officer)***
Budget	*3.7% (8.2 days per person per annum)*





Rolling Year Sickness Information			
Current Sickness	**4.05% (9.0 days)**	**MSG Sickness**	**3.56% (7.9 days)**
2012-13 Sickness	**4.68% (10.4 days)**	**Cost of Sickness**	**£4.122m**
2011-12 Sickness	**4.83% (10.7 days)**		

YTD Sickness Information	
2013-14	**3.93% (8.7 days)**

Rolling year performance:	4.05% (9.0 days per Officer) against a target of 3.70% (8.2 days)
Year-to-date performance:	3.93% (8.7 days per Officer) against a target of 3.70% (8.2 days)

Insight

The latest 12 month rolling sickness data for the Force has shown that officer sickness reduced to 4.05% in September 2013 from 4.53% in March 2013 and 4.67% when the updated Attendance Management policy was implemented at the end of October 2012. This compares to 4.68% in September 2012.

The table below provides a summary of sickness rates comparing end of September 2013 to end of September 2012.

12 month rolling sickness rate:

	Officers	
	September 2012	**September 2013**
City	4.16%	4.11%
County	4.54%	4.11%
Corp Serv	2.58%	3.63%
C & J	6.36%	3.26%
CM	5.88%	11.49%
OSD	4.96%	5.72%
Total	**4.68%**	**4.05%**

Over a longer time frame the force wide 12 month sickness trend is shown in the table below:

	Officers
September 2011	4.83%
March 2012	4.86%
September 2012	4.68%
March 2013	4.53%
September 2013	4.05%

HR is continuing to work closely with line managers to reduce the number of officers on long term sick.

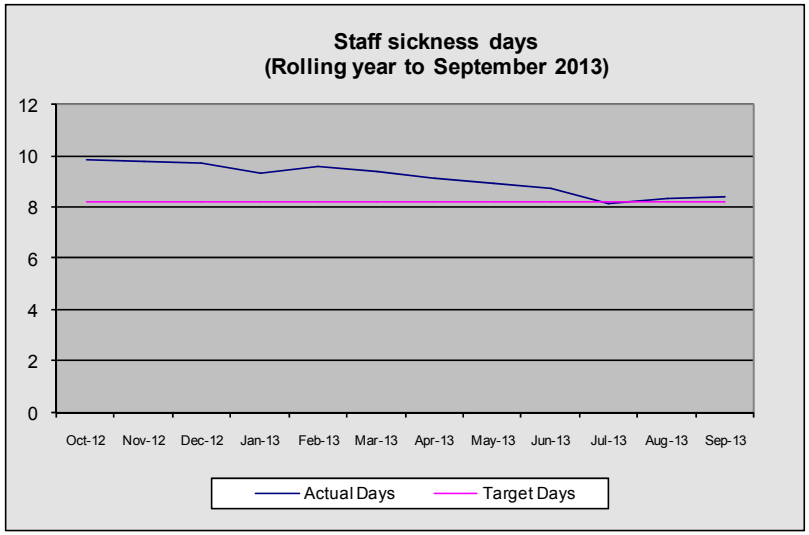
Officer sickness absence in the 12 months to September 2013 amounted to a cost to the Force of £4.1m. This has reduced from £4.8m as at the end of October 2012 when the revised policy was introduced.

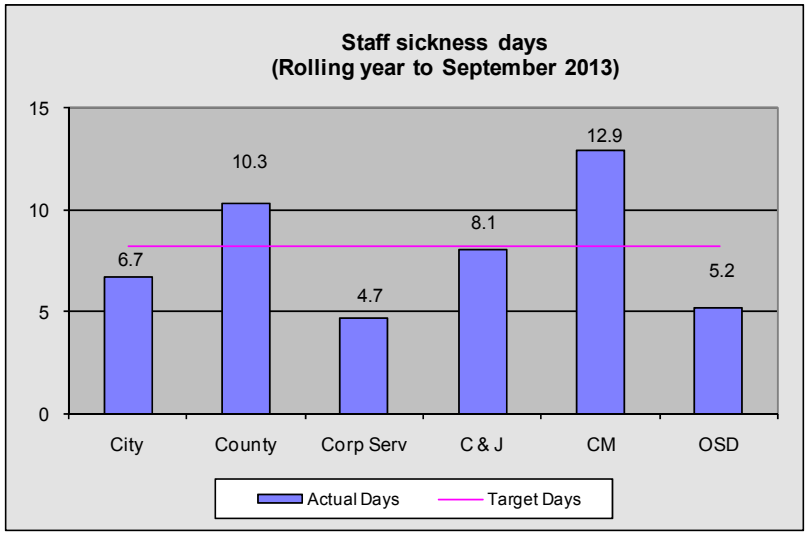
Action

HR supporting line managers for those individuals who have breached trigger points.
Monitoring the number of officers / staff who have breached the triggers for new attendance management policy (UAP) and have had a formal sickness management meeting. Data is reported on a monthly basis to the Standards and Conduct Board.
The number of sickness reasons on Origin HRMS system is to be reduced when regional collaboration occurs which will make it easier for line managers to classify absences.
'Shaping Conversations' – 1st line management training on Attendance Management.

Appendix AA

Strategic Priority	*Theme 7 – Spending Your Money Wisely*
Measure	***Total number of days lost to sickness (Police Staff)***
Budget	*3.7% (8.2 days per person per annum)*





Rolling Year Sickness Information			
Current Sickness	3.80% (8.4 days)	MSG Sickness	3.47% (7.7 days)
2012-13 Sickness	4.32% (9.6 days)	Cost of Sickness	£1.565m
2011-12 Sickness	4.08% (9.0 days)		

YTD Sickness Information	
2013-14	3.41% (7.5 days)

Rolling year performance:	3.80% (8.4 days per person) against a target of 3.70% (8.2 days)
Year-to-date performance:	3.41% (7.5 days per person) against a target of 3.70% (8.2 days)

Insight

As at the end of September 2013, the rolling 12 month average staff sickness rate was 3.80% (8.4 working days). This has reduced from 4.44% in October 2012, when the updated Attendance Management policy was implemented.

The table below provides a summary of sickness rates comparing end of September 2013 to end of September 2012.

12 month rolling sickness rate:

	Police staff	
	September 2012	**September 2013**
City	3.11%	3.03%
County	3.97%	4.66%
Corporate Services	2.34%	2.13%
Crime and Justice	4.74%	3.64%
Contact Management	7.88%	5.81%
OSD	1.85%	2.33%
Total	**4.32%**	**3.80%**

Staff sickness in the year to September 2013 amounted to a yearly cost to the Force of £1.6m. This has reduced from £1.8m as at the end of October 2012.

Action

See the **Action** section for total number of days lost to sickness (Police Officers).

Appendix AB

Strategic Priority	*Theme 7 – Spending Your Money Wisely*
Measure	***Police Officer and Staff Establishment***

Officers

Division	Substantive Actual FTE	Target Establishment (@ 30th September 2013)	Variance to Target Establishment (@ 30th September 2013)	Target Establishment (@ 31 March 2014)	Externally Funded Actual FTE
City	612	607	5	623	24
County	771	768	3	788	
Crime & Justice	357	365	-8	379	7
Corporate Services	27	29	-2	29	
Regional	100	104	-4	104	
Command	6	4	2	4	
Operational Support	158	165	-7	160	2
Contact Management	26	22	4	22	33
Totals:	2,057	2,063	-7	2,109	66

Staff

Division	Substantive Actual FTE	Target Establishment	Variance to Target Establishment	Externally Funded Actual FTE
City	145	181	-35	
County	190	242	-51	4
Crime & Justice	414	469	-55	16
Corporate Services	325	374	-49	
Regional	29	32	-3	2
Command	5	6	-1	
Operational Support	25	27	-2	32
Contact Management	293	312	-19	1
Totals:	1,426	1,642	-216	55

Insight

The Actual FTE figures are as at the 30th September 2013.

The Targeted Establishment are the figures that the Force is looking to achieve at the end of the 2013/14 financial year. For Police Officers the phased establishment position at the end of September 2013 is also included.

The targeted establishment for police officers has reduced by 1 FTE due to a civilianisation within the Financial Investigation Unit. Detailed recruitment plans are in place to achieve the targeted establishment of 2,109 police officers by 31st March 2014. The appointment of police officer transferees and new recruits is being phased over the 12 months period 1st April 2013 to 31st March 2014.

The restructuring of Intelligence and Public Protection has resulted in the transfer of police officers and police staff from City and County Division to Crime & Justice under a centrally managed and locally delivered provision. These changes are reflected in the performance data and targeted establishment.

The Actual FTE and Targeted Establishment for police staff include PCSO's.

The Medium Term Financial Plan provides for an additional 47 civilian investigators/police staff. It has been agreed that the distribution of these posts will be as follows: EMSOU Region 3, Crime & Justice 4, City 23 and County 17. These posts have been added to the respective target establishments and recruitment plans are in place to fill the positions.

The MTFP also identified a reduction of 37 police staff posts within Corporate Services. The impact of any restructures within Corporate Services is not yet known. As these plans evolve, the impact on the police staff establishment will be tracked.

Note: The 'Actual FTE' does not include externally funded positions. These are shown separately.

For Decision	
Non Public	**Public**
Report to:	**Strategic Performance & Resources**
Date of Meeting:	**20th November 2013**
Report of:	**Assistant Chief Constable Stephen Jupp**
Report Author:	**Superintendent Helen Chamberlain**
E-mail:	**Helen.chamberlain@nottinghamshire.pnn.police.uk**
Other Contacts:	
Agenda Item:	**6**

Child Sexual Exploitation Update

1. Purpose of the Report

1.1 The purpose of this report is to provide an update to the Police & Crime Commissioner on Child Sexual Exploitation (CSE) within Nottinghamshire and the approach to tackling it with our partners.

2. Recommendations

2.1 The Police & Crime Commissioner note the update.

3. Reasons for Recommendations

3.1 In order to allow the Police & Crime Commissioner oversight and scrutiny to the way that CSE is being managed and delivered within the organisation, in partnership and within the Region.

4. Summary of Key Points

4.1 Crimes against children have risen up the British political agenda in recent years and a major two-year inquiry into Child Sexual Exploitation in Gangs and Groups was launched by the government in 2011 and is due to report in November.

4.2 It's interim report found that 2,409 children and young people were confirmed victims of child sexual exploitation in gangs or groups between August 2010 and October 2011. The inquiry said that between April 2010 and March 2011 16,500 children in England were at high risk.

4.3 During 2012, Nottinghamshire Police investigated 143 cases of child sexual exploitation (CSE), as well as 71 cases of grooming and four cases of trafficking.

4.4 The number of cases which have been categorised as being linked to CSE has increased dramatically over the last couple of years, and the number of grooming cases has also risen. Clearly CSE, will in the majority of cases involve some form of grooming.

4.5 There are currently a number of large scale investigations taking place within SEIU relating to organised child sexual exploitation within Nottinghamshire.

4.6 Any child is potentially at risk of being sexually exploited, but some children are more vulnerable than others, such as those who go missing from home or care; where there is bullying or gang links; or where there are family difficulties such as parental domestic violence, mental health issues or drug and alcohol misuse, ostensibly where there is vulnerability.

4.7 National research would indicate that currently there is a gap in the understanding of the scale of the problem of CSE.

4.8 Any system now within Nottinghamshire Police that records any form of data relating to CSE will have a CSE flag or marker available to be allocated against that record. In terms of intelligence, all information submitted relating to CSE will now come under the heading of Operation STRIVER which is being adopted by the region.

4.9 The Force has engaged with Leicester University and is in early negotiations to identify any opportunities for research around CSE offending.

4.10 There is a disparity of approach within City and County partnerships in support of victims- At present in the City and Conurbation there is a pilot project called Protect & Respect which is part of the NSPCC. This project engages with victims and those vulnerable to CSE. This pilot project is one of only two in the country and they are currently working with eighteen victims of CSE with the City of Nottingham. In the county, there are no specialist resources targeted at young people who are at risk of, or experiencing, CSE, particularly from a therapeutic perspective.

4.11 There are a number of drivers nationally and locally. Nationally, CSE remains high profile politically and in the media, driven by a number of stakeholders (Barnardo's, NSPCC, Children's Society, the University of Bedfordshire and the National Working Group).

4.12 The Force is signed up to the Barnardo's 'Cut Them Free' campaign and have responded on all key 7 action points.

4.13 There have also been a number of high profile cases in the media recently, Operation Retriever in Derby, Operation Chalice in Telford, Operation Span in Rochdale and Operation Bullfinch in Oxford. Following the review of all of these investigations criticism has been levelled at the Police, Children's Social Care and the Crown Prosecution Service for failing to respond appropriately and in a timely manner to concerns about possible sexual exploitation of children.

4.14 There is a cross-authority multi-agency group (CSECAG) working to further improve the identification and response to those children and young people at risk of or being sexually exploited. This is chaired by the Police. Through the work of CSECAG, the procedures and policies for multi-agency working in this

area are being reviewed and improved in preventing and detecting the abuse of children in Nottinghamshire. There is still a long way to go but multi-agency investigations in Nottinghamshire are certainly better placed now in terms of the understanding of CSE than ever before.

4.15 The Head of Public Protection chairs the regional CSE working group, focusing on the identification of organised crime groups, mapping of the groups and cross border operations. The group, in its infancy is prioritising the early flagging of crimes and intelligence as 'CSE related' which will enable a more informed problem profile and also assist in identifying pre cursor activity.

4.16 The Head of Public Protection represents the region at the national ACPO Child Abuse and Investigation working group and we are currently working on the National ACPO CSE action plan.

4.17 The majority of frequent missing episodes relate to children and young people less than 18 years, many of whom are looked after. Going missing repeatedly is an indicator of harm and clear links have been identified between going missing, Child Sexual Exploitation (CSE) and gangs.

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5. Financial Implications and Budget Provision

5.1 There are no resource issues as a result of this update

6.Human Resources Implications

6.1 None identified

7. Equality Implications

7.1 There are no equality implications identified

8. Risk Management

8.1 Missing Persons enquiries are a high risk area of business, with clear links to Child Sexual Exploitation and other forms of harm to the young and vulnerable. Any enquiry has the potential to escalate into a critical incident, with the associated reputational risk to the Force, and potential negative outcomes for the individuals involved.

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

9.1 To reduce the threat form organised crime

9.2 To protect, support and respond to victims and vulnerable people

9.3 There is a link to a previous paper around missing from home coordinators. A key function of the missing person co-ordinators role is to ensure robust and early responses by police and partners to vulnerable persons (whether they

are deemed ‘missing’ or ‘absent’), thereby preventing risk-taking behaviours becoming established and pathways into criminality being developed

9.4 The creation of this dedicated divisional resource is consistent with the preventative model of policing that is currently being adopted by the Force.

10. Changes in Legislation or other Legal Considerations

10.1 Current ACPO consultation on the use of child abduction warning notices

11. Details of outcome of consultation

11.1 Not applicable

12. Appendices

12.1 None

For Information	
Public/Non Public*	**Public**
Report to:	**Strategic Resources and Performance Meeting**
Date of Meeting:	**20 November 2013**
Report of:	**Police and Crime Commissioner**
Report Author:	**Karen Sleigh**
E-mail:	**Karen.sleigh@nottinghamshire.pnn.police.uk**
Other Contacts:	**Kevin Dennis, Chief Executive Officer**
Agenda Item:	**7**

Developing the Commissioner's Social Responsibility Strategy and Action Plan

1. Purpose of the Report

1.1 The purpose of this report is to provide the Strategic Resources and Performance meeting with an overview of the approach by the Police and Crime Commissioner (the Commissioner) to developing a Social Responsibility Strategy and Action Plan.

2. Recommendations

2.1 That the Strategic Resources and Performance meeting note and support the proposed programme approach to develop the Commissioner's Social Responsibility Strategy and supporting Action Plan.

3. Reasons for Recommendations

3.1 The recommendation to develop a Social Responsibility Strategy supports:

- The strategic commitment within the Police and Crime Plan for Building Social Capital, together with supporting priority themes and activities.
- The Commissioner's Governance Framework and Decision making process.
- Demonstration of Good Governance and meeting the 'Delivering Good Governance Principles'.
- The Commissioner's Consultation and Engagement Strategy.
- The Public Services (Social Value) Act 2012.
- The Department for Business, Innovation and Skills development of the UK Government's Framework for Action on Corporate Responsibility.

4. Summary of Key Points

4.1 Definition of Social Responsibility

Social responsibility is also known by a number of other names. These include corporate responsibility, corporate accountability, corporate ethics, corporate citizenship or stewardship, responsible entrepreneurship, and "triple bottom line," to name just a few. As social responsibility issues become increasingly integrated into modern business practices, there is a trend towards referring to it as "responsible competitiveness" or "corporate sustainability." The following is the Commissioner's definition of Social Responsibility for the strategy:

"Social responsibility is the responsibility of an organisation for the impacts of its decisions and activities on society and the environment through transparent and ethical behaviour; that is consistent with sustainable development and the welfare of society; takes into account the expectations of stakeholders; is in compliance with applicable law and consistent with international norms of behaviour; and is integrated throughout the organisation."

4.2 Background

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The term social responsibility came into widespread use in the early 1970s, although various aspects of social responsibility were the subject of action by organisations and governments as far back as the late 19th century, and in some instances even earlier.

4.3 The view that social responsibility is applicable to all organisations emerged as different types of organisations, not just those in the business world, recognised that they too had responsibilities for contributing to sustainable development.

4.4 For a number of reasons, awareness about the social responsibility of organisations is increasing, globalisation, greater mobility, accessibility and growing availability of instant communications which make decisions and activities more accessible all contribute.

4.5 Corporate social responsibility, once seen as peripheral to companies' main businesses, has been becoming standard practice, with an increasing number of businesses engaging in social responsibility activities.[1]

4.6 Why introduce a Social Responsibility Strategy?

The essential characteristic of social responsibility is the willingness of an organisation to incorporate social and environmental considerations into its

[1] For example, in a 2007 global survey of corporate managers, the Economist Intelligence Unit found that the majority of respondents (55.2%) considered CSR a high or very high priority for their company, a significant increase from three years previously (33.9%). An even greater majority (68.9%) expected the importance of CSR to increase in the future.

decision making and be accountable for the impacts of its decisions and activities on society and the environment.

4.7 This implies both transparent and ethical behaviour that contributes to sustainable development, is in compliance with applicable law and is consistent with international norms of behaviour. It also implies that social responsibility is integrated throughout the organisation, is practised in its relationships and takes into account the interests of stakeholders.

4.8 The global nature of some environmental and health issues, recognition of worldwide responsibility for combating poverty, growing financial and economic interdependence and more geographically dispersed value chains, mean that matters relevant to an organisation may extend well beyond those existing in the immediate area in which the organisation is located.

4.9 It is important that organisations address social responsibility irrespective of social or economic circumstances. Instruments such as the Rio Declaration on Environment and Development[2], the Johannesburg Declaration on Sustainable Development[3], the Millennium Development Goals[4] and the ILO Declaration on Fundamental Principles and Rights at Work[5] emphasise this worldwide interdependence. Also, more recently there is the Public Services (Social Value) Act 2012[6] which requires local authorities and other commissioners of public services to consider how their services can benefit people living in the local community.

4.10 Characteristics of social responsibility:

- **General** – is the willingness of an organisation to incorporate social and environmental considerations into its decision making and be accountable for the impacts of its decisions and activities on society and the environment.
- **Expectations of society** – respect for the rule of law and compliance with legally binding obligations.
- **Role of stakeholders** – identification of and engagement with stakeholders to determine who has an interest in decisions and activities, to understand the impacts and how to address them.
- **Integrating** – concerns potential and actual impacts of decisions and activities, should be an integral part of core organisational strategy, reflected in decision making.

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[2] United Nations Conference on Environment and Development: Rio Declaration on Environment and Development 1992
[3] United Nations (UN): Report of the World Summit on Sustainable Development, Johannesburg, South Africa, 26 August – 4 September 2002
[4] United Nations (UN): The United Nations Millennium Declaration, General Assembly resolution 55/2 of 8 September 2000
[5] International Labour Organisation (ILO): Declaration of Fundamental Principles and Rights at Work: 1998
[6] Public Services (Social Value) Act 2012

- **Relationship with sustainable development** – social responsibility is closely linked to sustainable development because sustainable development is about the economic, social and environmental goals.

4.11 Key Principles

The following key principles for the Commissioners' Social Responsibility Strategy set out the fundamental basis for decision making or behaviour:

- **Accountability** – ensure accountability for impacts on society, the economy and the environment.
- **Transparency** –be transparent in decisions and activities that impact on society and the environment.
- **Ethical behaviour** – behave ethically.
- **Respect for stakeholder interests** – respect, consider and respond to the interests of stakeholders.
- **Respect for the rule of law** – accept that respect for the rule of law is mandatory.
- **Respect for international norms of behaviour** – respect international norms of behaviour, while adhering to the principle of respect for the rule of law.
- **Respect for human rights** – respect human rights and recognise both their importance and their universality.

These principles cross reference to the principles of 'Delivering Good Governance' identified in the Police and Crime Plan, which are audited for an evidence base for the reported Annual Governance Statement.

4.12 Core subjects

The core subjects to identify relevant issues and set priorities for the Social Responsibility Strategy are:

- Organisational governance.
- Human rights.
- Labour practices.
- The environment.
- Fair operating practices.
- Consumer issues.
- Community involvement and development.

4.13 Outcomes of social responsibility

Benefits for implementing Social Responsibility include:

- Better anticipation and management of an ever-expanding spectrum of services for policing and community safety.
- Identify risks and opportunities before making capital investments or other business decisions.
- Align social responsibility with the Commissioner's vision, priorities and capabilities to provide an understanding of the impacts of current and future regulatory practices.

- Improved reputation management.
- Enhanced ability to recruit, develop and retain staff.
- Improved innovation, competitiveness and market positioning.
- Enhanced operational efficiencies and cost savings.
- Improved ability to attract and build effective and efficient supply chain relationships.
- Enhanced ability to address change through the evaluation of current initiatives and consolidate efforts around key objectives.
- More robust "social licence" to operate in the community.
- Access to capital.
- Foster successful interaction with key internal and external stakeholders as well as governments and nongovernmental organisations.
- A catalyst for responsible consumption.

4.14 Corporate Responsibility: A call for views

At the end of September the Commissioner responded to the Department for Business Innovation and Skills consultation document called: Corporate Responsibility: A call for views[7]. This document requested feedback on proposals to publish a framework for action on corporate responsibility by the end of 2013, setting out the UK's vision, ambitions, priorities and actions for Government, business and wider society. The Commissioner identified his commitment to the principles of the proposal to set out greater transparency though setting a framework from voluntary metrics on social and environmental aspects to a more formal publication, ensuring more consistency in reporting information, comparison of performance and production of annual reports. This commitment has been identified in the Police and Crime Plan.

4.15 The Department for Business, Innovation and Skills has subsequently invited a representative from the Commissioner's Office to an event as part of producing the UK Governments Framework for Action on Corporate Responsibility. This will be chaired by businesses in the community, and offers an opportunity to influence the content of the UK Government's Framework for Action before it is finalised for publication in December. This will greatly assist with setting the framework for the Commissioner's strategy and action plan.

4.16 Programme Plan

To develop the strategy and action plan there are some fundamental steps which are outlined in Appendix A. There has been initial scoping work conducted to identify:

- Concepts, terms and definitions of social responsibility.
- The background, trends and characteristics of social responsibility.
- Principles and practices relating to social responsibility.
- The core subjects and issue of social responsibility.

[7] Department for Business Innovation & Skills: Corporate responsibility: call for views

4.17 Some of the key principles that have been considered as being recognised internationally as best-in-class outlined in the following:

- The UN Global Compact[8]
- The OECD Guidelines for Multinational Enterprises[9]
- The ISO 26000 Guidance Standard[10]
- The ILO Tripartite Declaration of Principles concerning Multinational Enterprises on Social Policy (ILO MNE Declaration)[11], and
- The UN Guiding Principles on Business and Human Rights[12].
- The Commissioner's Office has purchased the International Standard ISO 26000: Guidance on social responsibility which is providing a standards baseline assessment.
- The HM Treasury's PUBLIC SECTOR ANNUAL REPORTS: SUSTAINABILITY REPORTING Guidance for 2012-13 Reporting[13] (Incorporating minimum reporting requirements and further voluntary reporting).

Further scoping and baseline assessment work will be progressed by a small working group. Further scoping information is summarised in Appendix B.

4.18 A working group is being organised to further assemble information on the current documents, processes and activities in place across the Force and Community Safety landscape, this will enable proposals to be pulled together for developing a matrix of actions to support the delivery of the strategy. There will be further work on developing an Implementation Guide which will cover the following:

- Identifying practices for integrating social responsibility.
- Communication on social responsibility.
- Understanding the social responsibility position of the organisation.
- Reviewing the relationship of the organisation's characteristics to social responsibility.
- Voluntary initiatives for social responsibility.
- Enhancing credibility regarding social responsibility.
- Reviewing and improving actions and practices related to social responsibility.

4.19 A key part of demonstrating the continuous improvement towards the goals of social responsibility will be the development of a rolling programme and toolkit of auditing against the ISO 26000 Guidance and other recognised standards. This will form part of demonstrating embedding the principles outline in 4.11.

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[8] The UN Global Compact
[9] The OECD Guidelines for Multinational Enterprises
[10] The ISO 26000 Guidance Standard
[11] The ILO Tripartite Declaration of Principles concerning Multinational Enterprises on Social Policy (ILO MNE Declaration)
[12] The UN Guiding Principles on Business and Human Rights
[13] The HM Treasury's PUBLIC SECTOR ANNUAL REPORTS: SUSTAINABILITY REPORTING Guidance for 2012-13 Reporting

5 Financial Implications and Budget Provision

5.1 The financial implications of developing the strategy will be identified and assessed throughout the programme lifecycle.

6 Human Resources Implications

6.1 The Human Resource Implications will be identified and assessed throughout the programme lifecycle.

7 Equality Implications

7.1 The equality implications will be identified and assessed as part of the core subjects.

8 Risk Management

8.1 The risks of the development of the strategy will be identified and managed throughout the lifecycle of the programme.

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

9.1 The concept of Corporate Social Responsibility (CSR) is generally understood to mean that corporations have a degree of responsibility not only for the economic consequences of their activities, but also for the social and environmental implications. This is sometimes referred to as a 'triple bottom line' approach that considers the economic, social and environmental aspects of corporate activity.

9.2 The development of the Commissioner's Social Responsibility Strategy will support the vision identified in the Police and Crime Plan 2013/18.

10 Changes in Legislation or other Legal Considerations

10.1 The development of the Commissioner's Social Responsibilty Strategy and Action Plan will also support the integration of the requirements of the Public Services (Social Value) Act 2012[14], together with supporting the development of the UK Government's Framework for Action on Corporate Responsibilty.

11 Details of outcome of consultation

11.1 There will be consultation planned into the development of the strategy as part of the Commissioner's Accountability Framework.

[14] Public Services (Social Value) Act 2012

12. Appendices

12.1 **Appendix A:** Programme for Developing and Implementing a Social Responsibility Strategy

Appendix B: Key Corporate Social Responsibility Instruments / Guidance

Appendix A: Programme for Developing and Implementing a Social Responsibility Strategy

Phase	Task	Checkpoints	ISO 26000 Clause
Plan Jul-Nov 2013	1.Conduct a SR scoping assessment	• Identify scope of legal requirements / standards • Identify core terms of reference • Review corporate documents, processes and activities, current standards and capacity • Assemble a programme working group • Identify and engage key stakeholders	Clause 1 Clause 2 Clause 3 Clause 4
	2. Develop SR commitments	• Do a scan of current SR commitments • Hold discussions with major stakeholders • Develop draft commitments • Prepare final draft • Consult with affected stakeholders	Clause 5
Do Nov-Mar 2014	3. Develop a SR Strategy	• Lead – Commissioner to provide report with recommendation for SR strategy • Research what others are doing, and assess the value of recognised SR tools • Prepare a matrix of proposed SR actions • Develop ideas for proceeding and the business case for them • Outline direction, approach, boundaries and focus areas	
	4. Implement CSR commitments	• Develop an integrated SR strategy / decision-making structure • Prepare and implement a SR action plan • Identify performance measures and set measurable targets	Clause 6
		• Engage with stakeholders and others to whom SR commitments apply • Design and conduct SR training / e-learning • Establish mechanisms for reporting against the strategy and escalating issues • Create internal and external communications plans • Make commitments public	Clause 7
Check Apr 14 – Mar 2015	5. Assure and report on progress	• Measure and assure performance • Engage stakeholders • Report on performance, internally and externally	
Review Apr 14 – Mar 2015	6. Evaluate and improve	• Evaluate performance / assurance toolkit • Identify opportunities for improvement • Engage stakeholders	
Rolling Evaluation Programme Mar 2015		• Develop a rolling programme of auditing plans and reviewing performance to drive continuous improvement	

Appendix B: Key Corporate Social Responsibility Instruments / Guidance

- United Nations Global Compact
- Universal Declaration of Human Rights
- International Labour Organisation Declaration on Fundamental Principles and rights at Work
- 1992 Rio Declaration on Environmental and Development
- United Nations Convention against Corruption
- The Organisation for Economic Co-operation and Development Guidelines for Multinational Enterprises: Extract from Part , Section II, General Policies of the Guidelines
- International Labour Organisation (ILO) Tripartite Declaration of Principles concerning Multinational Enterprises and Social Policy
- Millennium Development Goals (MDGs)
- Voluntary Principles on Security and Human Rights
- Equator Principles
- Draft Norms on the Responsibilities of Transnational Corporations and Other Business Enterprises with Regard to Human Rights
- Principles for Responsible Investment
- International Standards of Accounting and Reporting (ISAR)
- The HM Treasury's PUBLIC SECTOR ANNUAL REPORTS: SUSTAINABILITY REPORTING Guidance for 2012-13 Reporting
- AA1000 Framework, Assurance Standard and Stakeholder Engagement Standard
- Australian standard on compliance programmes
- British Standard on Sustainability Management, BS89
- Global Reporting Initiative (GRI) Sustainability Reporting Guidelines
- ISO 14001 – Environmental Management System
- ISO 9001 – Quality Management System
- OHSAS 18001: Occupational Health and Safety
- ISO 26000 Guidance Standard – Social Responsibility
- International Labour Framework Agreements
- Progressive Aboriginal Relations
- SA8000 – Social Accountability International
- Transparency International Business Principles for Countering Bribery
- Government policies, guidance:
    - Corporate Social Responsibility: A government update
    - Corporate Social Responsibility: International Strategic Framework
    - U.K. National Contact Point Information Booklet
    - HM Treasury: Public Sector Annual Reports: Sustainability Reporting Guidance for 2012-13
    - Public Services (Social Value) Act 2012

For Information & Decision	
Public/Non Public*	**Public**
Report to:	**Strategic Resources and Performance Meeting**
Date of Meeting:	**20th November 2013**
Report of:	**The Chief Finance Officer**
Report Author:	**Charlotte Radford**
E-mail:	
Other Contacts:	
Agenda Item:	**8**

MID-YEAR TREASURY MANGEMENT REPORT 2013-14

1. Purpose of the Report

1.1 This report complies with the Code of Practice in relation to Treasury Management and the Prudential Indicators. The report provides an update on the performance against the approved indicators for Treasury activity and the Prudential Indicators.

2. Recommendations

2.1 To approve two amendments to the Counterparty list criteria within the Treasury Management Strategy:

- That 'A' rated banks with a current limit of 1 month is increased to 100 days
- That other Local Authorities with a current limit of 1 year is increased to 3 years

2.2 To note the information provided within the report.

3. Reasons for Recommendations

3.1 Good financial management and governance.

4. Summary of Key Points

4.1 In compliance with the CIPFA code of practice for treasury management this report summarises the economic outlook which affects the markets and therefore the performance of the Commissioners investments and borrowing requirements.

4.2 The report also provides the mid year position against the treasury and prudential indicators set within the Treasury Management Strategy. This clearly shows that we are operating well within the limits set and that no further borrowing has been undertaken due to slippage in the capital programme. It is planned that a further £7million of capital expenditure will be utilised in the second half of this financial year.

4.3 The investment rates for our short term balances have dropped significantly during the year and together, with our reducing use of internal balances to finance capital does provide an increased risk. However, the Counterparties list is automatically updated with the changes in banks and approved institutions rating. To ensure we are only transacting business with those institutions that meet our criteria.

4.4 However, during the year there are occasions when the balance we hold is more than can be invested in the approved counterparties and there specific limits. On these occasions the CFO has to approve increasing the limits for short periods of time. The number of occasions that CFO approval has been given is increasing as the number of eligible counterparties reduces. It is therefore recommended that:

- 'A' rated banks with a current limit of 1 month is increased to 100 days as this will make more accounts available to use allowing a spread of investments and without increasing the risk.
- Other Local Authorities with a current limit of 1 year is increased to 3 years. Local authorities are not likely to default on repayment and are backed by rate payers and the government.

4.5 Overall, the performance of investments is better than the market average whilst still ensuring the security of our financial assets.

4.6 Expenditure within the capital programme is very low in the first half of the year and this is reflected in that no borrowing for capital expenditure has yet taken place. However, activity within the capital programme is anticipated to increase in the second half of the year and borrowing will take place as required.

4.7 However, we have taken advantage of some debt rescheduling allowing us to achieve some modest savings against the cost of borrowing.

5. Financial Implications and Budget Provision

5.1 None as a direct result of this report but the rescheduling of debt has delivered a saving of £17,000 in this financial year.

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 There are clearly risks in relation to treasury management activity. However, these are managed through compliance with the treasury management strategy. The staff involved in this activity are aware of the need to ensure security of investments above the rate of return.

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

9.1 This report requests an amendment to the approved Treasury Management Strategy for 2013-14.

10. Changes in Legislation or other Legal Considerations

10.1 We are compliant with the updated guidance issued by CIPFA.

11. Details of outcome of consultation

11.1 Not applicable

12. Appendices

12.1 1 – Mid Year review report 2013-14
2 – Summary of Prudential Indicator Monitoring

Appendix 1

Nottinghamshire
POLICE & CRIME COMMISSIONER

Treasury Management Strategy Statement and Annual Investment Strategy

Mid-year Review Report 2013-2014

1 Background

The Police and Crime Commissioner (Commissioner) operates a balanced budget, which broadly means cash raised during the year will meet its cash expenditure. The treasury management strategy ensures that cash flow is adequately planned. Surplus monies are invested in low risk counterparties, providing adequate liquidity before optimising investment return is considered.

The second main function of the treasury management service is the funding of the Commissioner's capital plans. This provides a guide to the borrowing need of the Commissioner, essentially the longer term cash flow planning to ensure the Commissioner can meet his capital spending operations. This management of longer term cash may involve arranging long or short term loans, or using longer term cash flow surpluses, and on occasion any debt previously drawn may be restructured to meet the Commissioner's risk or cost objectives.

Accordingly treasury management is defined as:"The management of investments and cash flows, its banking, money market and capital market transactions; the effective control of the risks associated with those activities; and the pursuit of optimum performance consistent with those risks."

2 Introduction

The Commissioner follows the Chartered Institute of Public Finance & Accountancy Code of Practice on Treasury Management, revised 2011 (Code).

The primary requirements of the Code are as follows:

- Creation and maintenance of a Treasury Management Policy Statement which sets out the policies and objectives of the Commissioner's treasury management activities.
- Creation and maintenance of Treasury Management Practices which set out the manner in which the Commissioner will seek to achieve those policies and objectives.
- Receipt by the Commissioner of an annual Treasury Management Strategy Statement - including the Annual Investment Strategy and Minimum Revenue Provision Policy - for the year ahead, a Mid-year Review Report and an Annual Report covering activities during the previous year.
- Delegation by the Commissioner of responsibilities for implementing and monitoring treasury management policies and practices and for the execution and administration of treasury management decisions. This is delegated to his Chief Financial Officer.
- Delegation by the Commissioner of the role of scrutiny of treasury management strategy and policies to a specific named body. The Commissioner has delegated this to the Office of the Police & Crime Commissioner:

This mid-year report has been prepared in compliance with this Code, and covers the following:

- An economic update for the 2013-2014 financial year to 30 September 2013.
- A review of the Treasury Management Strategy Statement and Annual Investment Strategy Statement.
- The Commissioner's prudential indicators for capital expenditure.
- A review of the Commissioner's investment portfolio for 2013-2014.
- A review of the Commissioner's borrowing strategy for 2013-2014.
- A review of any debt rescheduling undertaken during 2013-2014.
- A review of compliance with Treasury and Prudential Limits for 2013-2014.

3 Economic update

3.1 Economic performance to date

During 2013-2014 economic indicators suggested that the economy is recovering, albeit from a low level. After avoiding recession in the first quarter of 2013, with a 0.3% quarterly expansion the economy grew 0.7% in quarter 2. There have been signs of renewed vigour in household spending in the summer, with a further increases in retail sales, mortgages, house prices and new car registrations.

The strengthening in economic growth appears to have supported the labour market, with employment rising at a modest pace with prospects of further reductions. Pay growth also rebounded strongly in April, though this was mostly driven by high earners delaying bonuses until after April's cut in the top rate of income tax. Excluding bonuses, earnings rose by just 1.0% year on year, well below the rate of inflation at 2.7% in August, causing continuing pressure on household disposable income.

The Bank of England extended its 'Funding for Lending' Scheme into 2015 and sharpened the incentives for banks to extend more business funding, particularly to small and medium size enterprises. To date, the mortgage market still appears to have been the biggest beneficiary from the scheme, with mortgage interest rates falling to new lows. Together with the Government's 'Help to Buy scheme', which provides equity loans to credit-constrained borrowers, this is helping to boost demand in the housing market. Mortgage approvals by high street banks have risen also, but they are still well down from pre 2008.

With regards to the fiscal situation, the public borrowing figures continued to be distorted by a number of one-off factors. On an underlying basis, borrowing in Q2 reduced slowly, as Government expenditure cuts took effect and economic growth started to become evident through a small increase in tax receipts. The 2013 Spending Review, covering

only 2015-2016, made no changes to the headline Government spending plan, and monetary policy was unchanged in advance of the new Bank of England Governor, Mark Carney, arriving. Bank Rate remained at 0.5% and quantitative easing (QE) also stayed at £375bn. In August, the Monetary Policy Committee (MPC) indicated that the Bank Rate is unlikely to be reviewed until unemployment falls to 7%, which is predicted to be mid 2016. The three month to July average unemployment rate was 7.7%. Consumer Price Index inflation (MPC target of 2.0%), fell marginally from a peak of 2.9% in June to 2.7% in August. The Bank of England expects inflation to fall back to 2.0% in 2015.

The UK economy continues to be influenced by the US economy. Financial markets sold off sharply following comments from the Fed chairman in June that suggested the Federal Reserve (Fed) could reduce QE earlier than anticipated. The resulting rise in US Treasury yields was replicated in the UK. Equity prices fell initially too, as the purchasing of bonds by the Fed has underpinned investor moves into equities out of low yielding bonds. As the market moves to realign its expectations, bond yields and equities are likely to rise further in expectation of a continuing economic recovery. Increases in US payroll figures have shown further improvement, helping to pull the unemployment rate down from a high of 8.1% to 7.3%, and continuing house price rises have helped more households to escape from negative equity. In September, the Fed surprised financial markets by not reducing QE, due to a series of weak economic data in recent months. Bond yields fell sharply as a result, though it still only remains a matter of time until tapering does start.

Tensions in the Eurozone eased over the second quarter, but there remained a number of triggers for a renewed flare-up. Economic survey data improved consistently over the first half of the year, pointing to a return to growth in quarter 2, so ending six quarters of Eurozone recession.

3.2 Outlook for the next six months of 2013-2014

Economic forecasting remains difficult with so many external influences to the UK. Volatility in bond yields are likely, as market confidence ebbs and flows between the riskier assets i.e. equities, and safer bonds.

Downside risks to UK gilt yields and Public Works Loans Board (PWLB) rates include:

- A return to weak economic growth in the US, UK and China causing major disappointment to investor and market expectations.
- The potential for a significant increase in negative reactions by citizens of Eurozone countries against austerity programmes, especially in countries with very high unemployment rates such as Greece and Spain. They face huge challenges in achieving economic growth.
- The Italian political situation is frail and unstable following the collapse of the coalition government on 29 September.

- Problems in other Eurozone heavily indebted countries such as Cyprus and Portugal, which could also generate safe haven flows into UK gilts.
- Monetary policy action failing to stimulate sustainable growth in western economies, especially the Eurozone and Japan.
- Weak growth or recession in the UK's main trading partners - the EU and US, depressing economic recovery in the UK.
- Geopolitical risks in countries such as Syria, Iran, North Korea, which could trigger safe haven flows back into bonds.

Upside risks to UK gilt yields and PWLB rates (especially longer term) include:

- UK inflation being significantly higher than in the wider EU and US, causing an increase in the inflation premium inherent to gilt yields.
- Increased investor confidence in sustainable robust world economic growth, together with a reduction or end of QE operations in the US, causing a further flow of funds out of bonds into equities.
- A reversal of Sterling's safe-haven status because of a sustainable improvement in financial stresses in the Eurozone.
- In the longer term - a reversal of QE in the UK.
- Further downgrading by credit rating agencies of the creditworthiness and credit rating of UK Government debt. This would happen if economic growth measures are not successful. The ratio of Government debt to Gross Domestic Product would rise.

The overall balance of risks to economic recovery in the UK is now weighted to the upside after five months of economic improvements. However it remains vulnerable in a number of key areas. The long-term trend is for gilt yields and PWLB rates to rise, due to the high volume of gilt issued in the UK and other major western countries. In the short term there is some risk of further QE if growth dips or if action is taken to combat market expectations of an early first increase in Bank Rate. An increase in QE (especially up to 10 years) this could cause gilt yields and PWLB rates over the next year or two to be significantly lower than the forecasts in the table below. Tensions in the US over the Federal budget for the new financial year starting on 1 October and raising the debt ceiling in mid October may also see bond yields dip until agreement is reached.

3.3 Interest rate forecasts (Certainty Rates) provided by Capita Asset services

	Sep-13	Dec-13	Mar-14	Jun-14	Sep-14	Dec-14	Mar-15	Jun-15	Sep-15	Dec-15	Mar-16	Jun-16	Sep-16	Dec-16	Mar-17
Bank rate	0.50%	0.50%	0.50%	0.50%	0.50%	0.50%	0.50%	0.50%	0.50%	0.50%	0.50%	0.50%	0.75%	1.00%	1.25%
5yr PWLB rate	2.50%	2.50%	2.50%	2.60%	2.70%	2.70%	2.80%	2.80%	2.90%	3.00%	3.20%	3.30%	3.50%	3.60%	3.70%
10yr PWLB rate	3.70%	3.70%	3.70%	3.70%	3.80%	3.80%	3.90%	4.00%	4.10%	4.20%	4.30%	4.40%	4.50%	4.60%	4.60%
25yr PWLB rate	4.40%	4.40%	4.40%	4.40%	4.50%	4.50%	4.60%	4.70%	4.80%	4.90%	5.00%	5.10%	5.10%	5.10%	5.20%
50yr PWLB rate	4.50%	4.40%	4.40%	4.40%	4.50%	4.60%	4.70%	4.80%	4.90%	5.00%	5.10%	5.20%	5.20%	5.20%	5.30%

The key to predicting the first increase in UK Bank Rate is linked to forecasting when unemployment is going to fall to 7%. Financial markets have aggressively raised short term interest rates and gilt yields considering that the strength of economic recovery will cause unemployment to fall much faster than the Bank of England forecasts. They predict that the first increase in Bank Rate will be in quarter 4 of 2014. The argument against this view is that the economic downturn since 2008 was unusual because unemployment did not rise to predicted levels. This meant that labour was retained, causing inefficiencies. The MPC expects unemployment to fall slowly as existing labour levels are worked more intensively and productivity increases. Also there are many currently self employed or part time employed workers who are seeking full time employment. Capita Asset Services supports the MPC view as more realistic. The prospects for any increase in Bank Rate before 2016 are therefore unlikely. Other more pessimistic forecasters do not expect the first increase in Bank Rate until Spring 2017.

4 Treasury Management Strategy Statement and Annual Investment Strategy update

The Treasury Management Strategy Statement (TMSS) for 2013-2014 was approved by this Commissioner January 2012. The policy has operated successfully during the first half year, however the investment risk has eased slightly and investment returns have reduced. The investment reductions are linked with Government liquidity limits for banks. After consultation with Capita the following amendments to the counter-party restrictions are recommended;

'A' Rated Banks currently 1 month - recommended extending to 100 days
Other Local Authorities currently 1 year - recommended extending to 2 years

5 The Commissioner's Capital Position (Prudential Indicators)

5.1 Prudential Indicator for Capital Expenditure and financing

This table shows the revised estimates for capital expenditure and the changes since the capital programme was agreed for the Budget. The increase in the Capital Expenditure Estimate is due to slippage of £3.8m from 2012-2013. It also demonstrates the impact on financing arrangements. The borrowing element of the table increases the underlying indebtedness of the Commissioner by way of the Capital Financing Requirement (CFR). This will be reduced by revenue charges for the repayment of debt (the Minimum Revenue Provision). This direct borrowing need may also be supplemented by maturing debt and other treasury requirements.

	2013-2014 Original Estimate	**2013-2014 Current Position**	**2013-2014 Revised Estimate**
	£m	**£m**	**£m**
Estates	3.909	0.386	5.067
IT	3.252	0.921	5.851
Other	0.695	0.309	0.708
Total	**7.856**	**1.616**	**11.626**
Financed by:			
Capital Receipts	1.658	0	1.658
Capital Grants	1.714	1.616	1.714
Capital Reserves	0	0	0
Revenue	0	0	0
Previously financed	0	0	3.770
Total Financing	**3.372**	**1.616**	**7.142**
Borrowing need	**4.484**	**0**	**4.484**

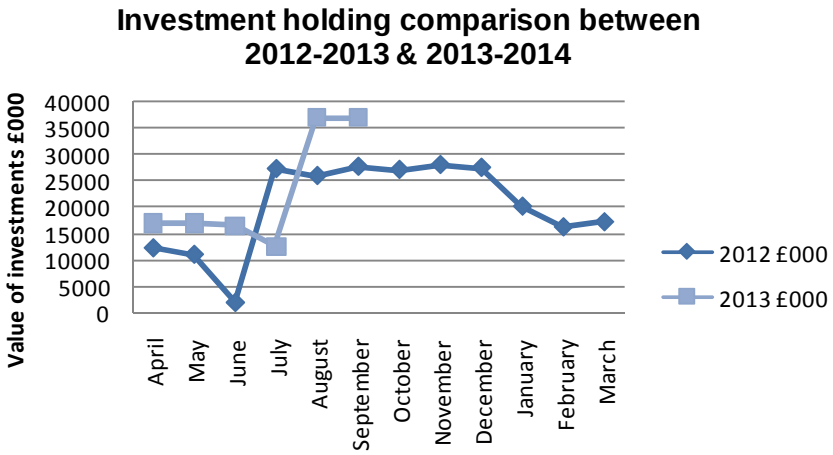
5.3 Prudential Indicators

Appendix 2 shows the prudential indicators for the year and an update on how they are performing. There are no areas of concern to report.

6. Investment Portfolio 2013-2014

In accordance with the Code, the priority is to ensure the security of capital and liquidity, and to obtain an appropriate level of return which is consistent with the Commissioner's risk appetite. With a 0.5% Bank Rate it is impossible to achieve the returns of previous decades. Indeed the introduction of the Funding for Lending scheme has reduced market investment rates even further than last year. The economic situation, prompts a low risk, short term strategy. Investment returns are likely to remain low. The Commissioner's budgeted investment return for 2013-2014 is £0.188, and income for the year is currently forecast to be £0.156m (£0.190m actual 2012-2013) The holding of investments varies through the year in line with cash flow. Although cash invested has been higher the

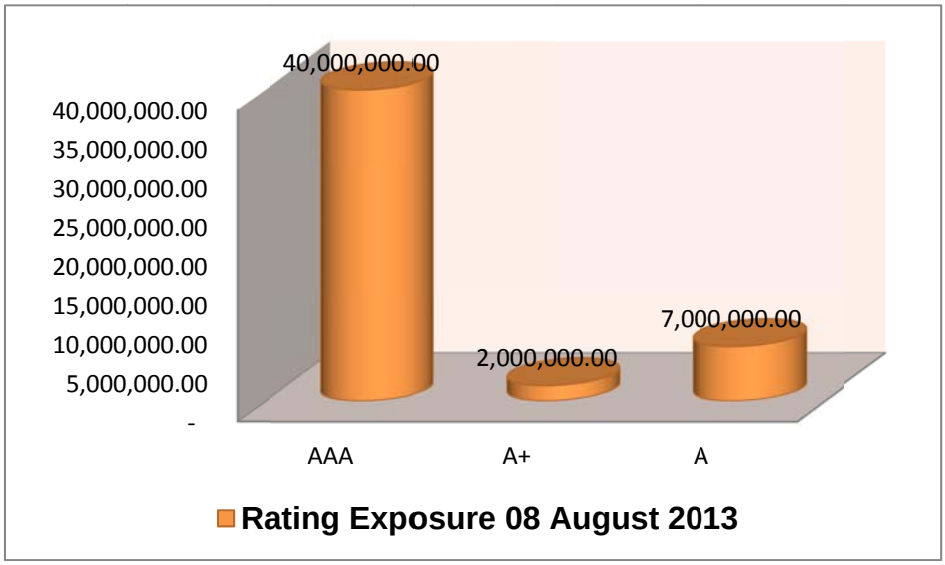
returns available have been lower. The investment yield for the first six months of the year is 0.56% has exceeded the average LIBID rate of 0.36%.



	Position @ 01/04/13 £000	Investments made £000	Investments withdrawn £000	Position @ 30/06/13 £000
Temporary Investment				
Banks	(7,000)	(4,920)	4,920	(7,000)
Building Societies	0	(2,000)	0	(2,000)
Local Authorities	(2,000)	0	0	(2,000)
MMF	(7,300)	(121,665)	110,615	(18,350)
Total Investment	**(16,300)**	**(128,585)**	**115,535**	**(29,350)**
Analysed as follows;				
Fixed Term Investment	(2,000)	(2,000)	0	(4,000)
Variable Term Investment	(14,300)	(126,585)	115,535	(25,350)
	(16,300)	**(128,585)**	**115,535**	**(29,350)**

Proportion of Fixed Term Investment held	13.63%
Proportion of Variable Term Investment held	86.37%

The Chief Financial Officer confirms that the approved limits within the Annual Investment Strategy were not breached during the first six months of 2013-2014. The quality of counterparties for investment is governed by the approved Treasury Management Strategy. No changes to this are recommended. This is monitored on a daily basis and an important part of this is the credit agency ratings. The maximum investment held during the first half of the year was £49m on 8 August 2013 when precept, pension top up grant and police grant had just been received. The following graph shows the exposure rating on that day:



The majority of investments are made in money market funds which all carry the highest security rating of AAA. Money market funds operate by spreading the risk across a wide range of counterparties, many of which are not available to the smaller investor. The impact of any counterparty failure is therefore minimised. It is also important that the Commissioner's investment forms a minor part of the overall fund. Information regarding the four being used is in the following table;

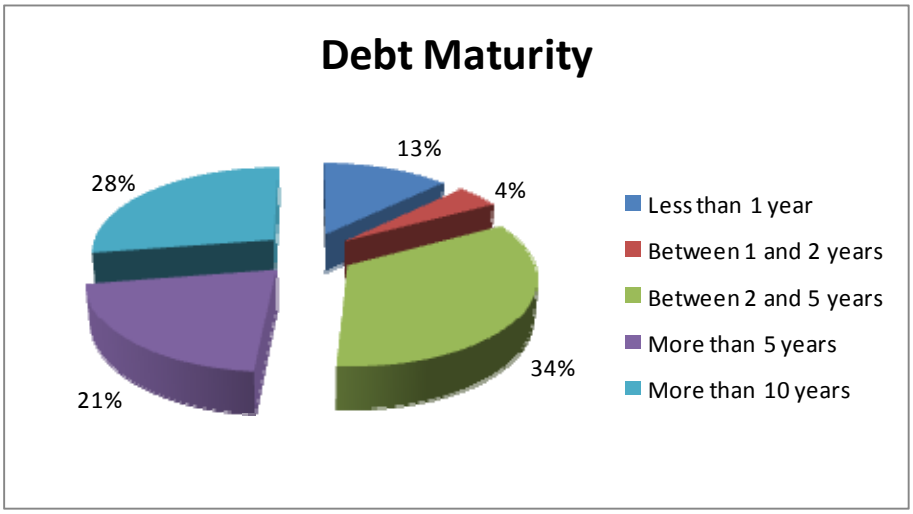
	Money Market Funds			
	Ignis	**Federated Investors**	**Black Rock**	**Royal Bank of Scotland**
Balance as at 30/9/13	7,000	7,000	4,300	50
Net Interest Rate as at 9/10/13	0.490%	0.480%	0.410%	0.340%
Percentage of Total Fund 9/10/13	0.077%	0.053%	0.034%	0.188%

7 Borrowing

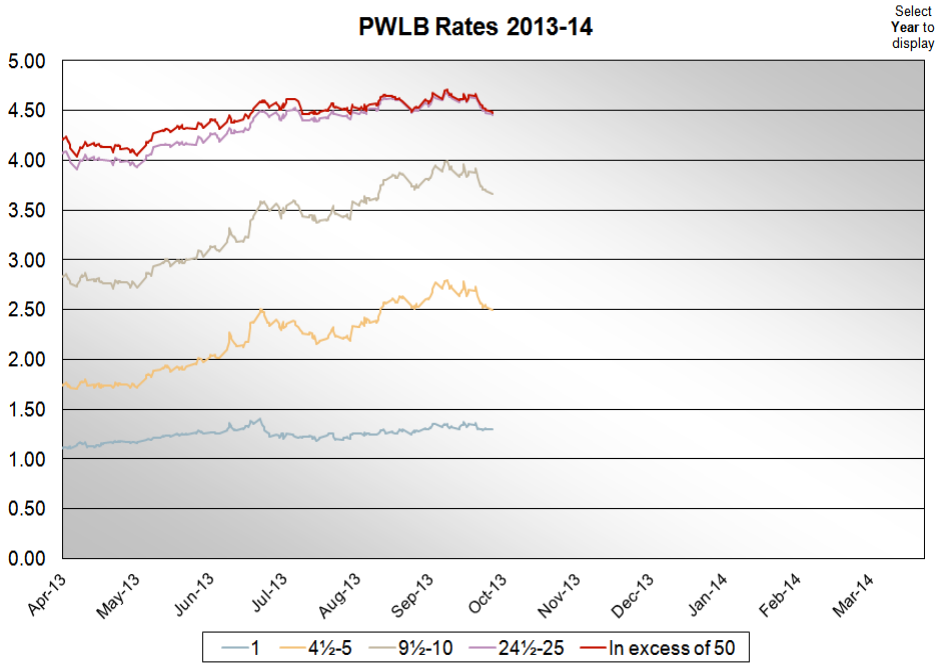
The Commissioner's indicator for capital financing requirement (CFR) for 2013-2014 is £48.685m. The CFR denotes the underlying need to borrow for capital purposes. The Commissioner may borrow from the PWLB or the market (external borrowing) or from internal balances on a temporary basis (internal or under borrowing). The balance of external and internal borrowing is generally driven by market conditions. The following table shows estimated external borrowings of £32.1m, and £16.5m of internal borrowing by the year end. This is a prudent and cost effective approach in the current economic climate. It will require ongoing monitoring as interest rates are predicted to rise in the near future. It is not planned to borrow during this financial year.

	Position @ 01/04/13 £000	Loans taken £000	Loans repaid £000	Position @ 30/09/13 £000
Long Term Borrowing				
PWLB	31,915	0	(3,264)	28,652
LOBO	3,500	0	0	3,500
Estimated PWLB Movements			(635)	(635)
Total External Borrowing	**35,415**	**0**	**(3,264)**	**32,152**
Internal Borrowing				16,533
CFR Approved Indicator				**48,685**
Temporary Borrowing				
Local Authorities	0	2,500	0	2,500
Total Borrowing	**35,415**	**2,500**	**(3,264)**	**51,185**

The borrowing maturity at midyear point is illustrated in the following pie chart.



The graph and table below show the movement in PWLB since March.



As outlined above, the general trend has been an increase in interest rates during the six months, across all maturity bands.

8 Debt Rescheduling

Debt rescheduling opportunities have been limited in the current economic climate and consequent structure of interest rates. However during the first six months of the year, the following debt rescheduling was undertaken using the advice of Capita:

A loan of £2.5 million at a rate of 1.46% was repaid to the PWLB in June 2013 this was at par (ie no discount was receivable or premium payable). It was due to have been repaid 23 December 2015. It has been replaced by the use of short–term borrowings at a lower rate. The first tranche of this has been arranged with Tendring District Council until the end of January 2014 at a rate of 0.29% including brokerage. This has achieved a modest saving of £17k for this period. It is anticipated that it will be possible to arrange the remainder of the borrowing at rates lower than the original loan.

Prudential Indicator Monitoring 2013 - 2014 Appendix 2

	2012-13 Authority Approved Indicator	2012-13 Outturn @ 31 Mar 13	2013-14 Authority Approved Indicator	2013-14 Outturn @ 30 Sept 13
Section 1 - Indicators Based on Expected Outcomes				
Affordability:				
1) Ratio of Financing Costs to Net Revenue Stream	**1.7%**	**1.5%**	**1.8%**	**1.7%**
2) Incremental Impact of Capital Investment Decisions	**£3.46**	**-**	**£2.09**	**-**
3) Actual Capital Expenditure 30 September 2013	**-**	**-**	**-**	**£1.701m**
Estimated Capital Expenditure 31 March 2014		**-**	**-**	**£6.971m**
4) Capital Financing Requirement	**£51.097m**	**£48.016m**	**£50.934m**	**£48.685m**
Section 2 - Indicators Based on Limits				
Affordability:				
1) Actual External Debt 30 September 2013	**-**	**-**	**-**	**£32.152m**
Estimated External Debt 31 March 2014	**-**	**-**	**-**	**£31.516m**
2) Authorised Limit for External Debt	**£65.000m**	**-**	**£60.000m**	**-**
3) Operational Boundary for External Debt	**£55.000m**	**-**	**£50.000m**	**-**
Prudence:				
1) Net Borrowing Requirement & CFR	**£51.097m**	**£50.151m**	**£50.934m**	**£48.685m**

For Information	
Public	
Report to:	**Strategic Resources & Performance**
Date of Meeting:	**20th November 2013**
Report of:	**ACO Monckton**
Report Author:	**David Machin**
E-mail:	**david.machin10991@nottinghamshire.pnn.police.uk**
Other Contacts:	**Simon Tovey**
Agenda Item:	**9**

Revenue Budget Management Report 2013-14: Year to September 2013

1. Purpose of the Report

1.1 The purpose of the report is to provide an update on the financial position against the 2013-14 budget for the year to September 2013.

2. Recommendations

2.1 That the report is noted.

3. Reasons for Recommendations

3.1 The Chief Officer Team and the Officer of the PCC needs to ensure it understands the Force's budgetary position throughout the year.

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

4.1 The full year net revenue budget for 2013-14 is £196.998m.

Actual net expenditure for the six months to September 2013 was £99.030m against a budget of £98.806m. The resulting position against budget was an over spend of £0.224m. After adjusting for budget re phasing, mainly attributable to the timing of payments from the Community Safety Grant, a more accurate measure is a £1.120m over spend against budget. £0.762m of this overspend relates to medical retirements which is discussed further in section 4.15.

This report gives consideration to the significant variances against the budget and Appendix 1 sets out the position in detail.

4.2 Police pay and allowances expenditure was £51.808m year to date. This represented a £0.207m over spend against budget. The actual average number of FTE's at 2,020 was 10 lower than the budget of 2,030. The mix of recruits between new officers and transferees combined with actual mix of ranks compared unfavourably to the budgeted assumptions resulting in this overspend. The budget in September assumed an additional 28 FTE's split

15 new recruits and 13 transferees; however there was only 18 new officers which were all new recruits. To date there are 70 new officers (48 new recruits and 22 transferees) which is 8 less than the budget of 78 (47 new recruits and 31 transferees). Included is £0.029m relating to allowances for officers released to the G8 summit which has been offset by income in 4.18. The budget was based on the workforce plan by applying an average cost per rank. The workforce plan and costing basis were updated as part of the first quarter forecast and versus this forecast there is a £0.141m under spend year to date due to timing differences in the recruitment of the new officers.

4.3 Police officer overtime expenditure was £2.147m year to date. This represented a £0.443m over spend against budget. This variance was mainly in City with £0.155m relating to operations Embolite, Fabella, Fassaite and Accelerate; County with £0.177m relating to Operation Accelerate and Embolite; Crime & Justice with £0.023m due to custody shift patterns; and OSD £0.126m due to overtime worked at G8 summit. G8 summit overtime has been offset by income in 4.18.

4.4 Police staff pay and allowances expenditure was £24.428m year to date. This represented a £1.034m under spend against budget. The actual average number of FTE's at 1,474 was 149 lower than the budget of 1,623, with Local Policing being 84, Specialist Services 31 and Corporate Services 34 FTEs under budget. Agency staff have been recruited to partly fill this gap but £0.270m of agency costs for Operation Daybreak budgeted to take place between April to June has been delayed. It is now planned that the majority of the resource will be sourced from in force. A further saving in Local Policing of c£0.600m due to the budget containing 40 civilianised posts is bankable because the staff will now not be in post until November. The budget is based on the workforce plan by applying an average cost per grade. Workforce plans have been updated as part of the first quarter forecast and will be reviewed again as part of the second quarter forecast exercise.

4.5 Police staff overtime expenditure was £0.398m year to date. This represented a £0.131m over spend against budget. This over spend is largely attributable to the vacancy gap outlined in paragraph 4.4 above.

4.6 Other employee expenses expenditure was £0.734m year to date. This represented a £0.159m over spend against budget. The main cause of the over spend is up front recruitment costs for the new police officers, a one off cost for recruiting two new ACC's and restructuring costs. The over spend has been partially compensated by savings in training costs. The recruitment and training budgets have been revised as part of the first quarter forecast now start dates for the new recruits and transferees have been confirmed.

4.7 Premises running costs were £3.263m year to date. This represented a £0.283m over spend against budget. The over spend is predominantly due to the budgeted efficiency target saving of £0.306m and energy costs £0.088m. The efficiency savings have not been allocated down to individual account code however currently savings to budget of £0.067m are being recorded against repair costs and £0.063m against rates due to a review earlier in the

year. The nature of the repairs spend is uneven so this saving may reverse later in the year. All efficiency savings are being reviewed in detail to see whether the assumptions made in the budget are still realistic.

4.8 Transport costs were £2.964m year to date. This represented a £0.138m over spend against budget. The budget included an efficiency target saving of £0.100m, and although some vehicle availability savings and accident damage have been recorded this has been more than offset by over spends on hire vehicle charges, vehicle maintenance, equipment purchases and fuel charges. Although these spends can be uneven clearly a risk exists that this budget will be over spent. An accrual for £0.100m has been raised in September to offset against an expected recovery of tyre costs from Vensons. Vensons have disputed our calculations and a meeting will take place in October to attempt to resolve the matter.

4.9 Equipment, furniture and materials costs were £0.404m year to date. This represented a £0.201m over spend against budget. The main areas of overspend are County £0.046m; Contact Management £0.028m; Crime & Justice £0.026m; OSD £0.035m; Estates £0.026m; and gym equipment £0.022m. The expenditure to date is only £0.003m below the full year budget. The quarter one forecast identified a risk of £0.200m against this spend category due to a number of unbudgeted one off spends in the early part of the year. Tight control and a review of discretionary spend is essential to manage this area for the remainder of the year.

4.10 Printing and stationery costs were £0.180m year to date. This represented a £0.043m under spend against budget. This is largely due to the release of 2012/13 accruals following a review of charges and confirmation received from Ricoh. This saving will ensure the annualised efficiency target against this category of spend is achieved.

4.11 Miscellaneous expenses costs were £1.027m year to date. This represented a £0.257m over spend against budget. The budget included an efficiency target saving of £0.160m, combined with an unbudgeted charge of £0.034m for medical inventions, £0.038m over spend on witness protection expenses and £0.015m on victim/witness protection alarms within Local Policing. Insurance claims over the first quarter were lower than budgeted which offsets some of the over spend, but due to the nature of insurance claims this saving could reverse during the rest of 2013-14.

4.12 Supplies and services costs were £1.785m year to date. This represented a £0.309m over spend against budget. Budgeted efficiency targets of £0.361m were included against this category of spend. Although some savings have been made most notably £0.110m on DNA/forensic charges however other charges have increased in particular increased costs from having to change the police surgeon contract from Medacs to G4S at short notice because of performance issues with Medacs.

4.13 Collaboration contributions were £3.012m year to date. This represented a £0.083m under spend against budget. This is the cash contribution made to

other forces who are leading the collaboration activity. This variance is largely due to the one off release of an over accrual for Legal services from 2012-13 of £0.121m, offset by efficiency savings and a contribution for a 12 month regional post to develop common practices across the East Midlands firearms units. The annual efficiency target of £0.200m is an overlay over and above the regionally advised budget number. The achievability of this saving is not within our control however the region has published a first quarter forecast which indicates a net saving across the region of £0.231m. The results are mixed with overspends on regional occupational health offsetting savings in other areas. We have not recognised our share of this saving in our actual costs. The next review of results is due to be presented to the Regional resources Board in October.

4.14 Community safety grant contributions were £1.124m year to date. This represented a £0.626m under spend against budget. This is the cash contribution made to other organisations to support community projects by the Police and Crime Commissioners community safety grant. No information was given at the time of budgeting by the PCC office as to the profiling of this budget so the budget was profiled evenly. The CFO to the PCC has supplied a more accurate phasing of this spend as part of the first quarter forecast exercise. Accruals have been based on the new profile. To date payments of £0.402m have been made from this grant.

4.15 Pension costs (injury awards and medical retirement) were £2.431m year to date. This represented a £0.762m over spend against budget. At the 31st March 2013 we were aware of 9 employees who had requested medical retirement and a provision was made against these claims based on the likelihood of a claim being granted. Further to the end of the year another 16 claims have been advised and provided for. Of these 25 cases, 4 have been declined, 14 are ongoing and 7 have been paid at a cash cost to the force of £0.548m.

4.16 Capital Financing costs were £1.775m for the year. This represented a £0.104m under spend against the restated budget. This reflects the confirmation of the Minimum Revenue Provision (MRP) for 2013-14 which is lower than budget due to the reduce capital programme in 2012-13 and reduced interest charges due to achieving a lower interest rate than was assumed at the time of budgeting. The phasing will be addressed as part of the forecast.

4.17 Joint authorities were £0.267m year to date. This represented a £0.075m under spend against budget. This is a due to the actual costs for the force helicopter for 2012-13 being below estimates.

4.18 Other income was £2.550m year to date. This represents £0.719m additional income to budget. This was largely due to backdated income from 2012-13 for radio masts due to change of agency used (£0.093m); a contribution from the NHS for a secondment (£0.050m); a contribution to the cost of Specials (£0.032m); prosecution costs recovered (£0.065m); recharges to the UK Border Agency for immigration detainees (£0.018m); sale of equipment

(£0.020m); £0.033m contribution from reserves to offset transition costs in the Office of the PCC; an accrual for £0.043m for mutual aid for officers sent to Northern Ireland to aid policing the riots in August; £0.082m income from abnormal loads, of which £0.062m related to the recovery of charges from the past two years; and an accrual for monies recoverable to cover staff released for the G8 summit £0.256m to offset the costs of allowances and overtime within 4.2 and 4.3. No income or expenditure has been included in the budget for G8 and the rates charged enable us to generate a directly identifiable surplus of circa £0.150m. Costs will however have been incurred locally covering the officers and staff who have been released to G8. Other income represents budget opportunity to offset some of the concerns raised about efficiency targets in other sections of this report.

4.19 Externally Funded projects have a budgeted income of £5.330m for the full year. Appendix 2 shows the detail of the combined income and expenditure for these projects. Expenditure was £2.597m year to date, this represented a £0.089m under spend against budget.

The under spend is due to several projects within City and Crime and Justice that have been transferred to Derbyshire under a regional agreement, partly offset by overtime in the Speed Camera project for Op Drosometer and the purchase of 5 new ANPR cameras.

Income received was £2.619m year to date, which represented £0.069m less income to budget. This was in City £0.138m, where several projects have been transferred to Derbyshire under a regional agreement, County £0.014m and Contact Management £0.005m. This was partly offset by OSD £0.087m due to the Speed Camera project. Due to a change in accounting policy relating to income brought forward from prior years, currently we are showing a shortfall of £0.137m. This is not a risk to the year end and ongoing will be reviewed quarterly with a contribution from reserves being made to close the difference.

The main projects managed by the Force are:

- Speed Cameras - revenue comes from the Nottingham City and County Council, the Highways Agency, NDROS and AA Drivetech.

- SPOC Training – income generated from NPIA training courses.

- POCA Incentivisation - can be used “to further drive up performance on asset recovery and, where appropriate, to fund local crime preventing priorities for the benefit of the community”.

- Homicide Working Group – funding originated from the The Mayor’s Office for Policing and Crime (MOPC) which replaced the Metropolitan Police Authority.

- Offender Health Project - this is a fund (received in March 2013) from the Department of Health to assist with the transfer of commissioning of healthcare in custody suites to the NHS.

- Business Crime - this is from the Chamber of Commerce to fund the Business Crime Hub, based in the Chamber of Commerce offices.

- Community Neighbourhood Protection Service (CNPS) - this is a fund from Nottingham City Council to fund 22 police officers, 1 staff FTE, and 15 police vehicles to support Community Protection.

5. Financial Implications and Budget Provision

5.1 As explained in the body of the report.

6. Human Resources Implications

6.1 Not applicable.

7. Equality Implications

7.1 Not applicable.

8. Risk Management

8.1 As explained in the body of the report.

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

9.1 The report demonstrates good financial management and governance.

10. Changes in Legislation or other Legal Considerations

10.1 This report has been prepared with information provided within the Business Partnering Team.

11. Details of outcome of consultation

11.1 Not applicable.

Appendix 1: Period 6 Year to Date Expenditure Against Budget

September 2013

Total Force

	Full year	Year to Date			
	Agreed Budget £m	Budget £m	Actual £m	Variance £m	Note
Police pay & allowances	104.562	51.602	51.808	0.207	4.2
Police overtime	3.286	1.704	2.147	0.443	4.3
Police staff pay & allowances	49.852	25.462	24.428	(1.034)	4.4
Police staff overtime	0.533	0.267	0.398	0.131	4.5
Other employee expenses	1.193	0.576	0.734	0.159	4.6
Total pay & allowances	**159.427**	**79.610**	**79.515**	**(0.095)**	
Other operating expenses					
Premises running costs	5.885	2.980	3.263	0.283	4.7
Transport allowances	0.763	0.381	0.363	(0.019)	
Transport costs	5.064	2.826	2.964	0.138	4.8
Equipment, furniture & materials	0.407	0.204	0.404	0.201	4.9
Expenses	0.109	0.060	0.088	0.028	
Clothing, uniform & laundry	0.520	0.263	0.255	(0.008)	
Printing & stationery	0.446	0.223	0.180	(0.043)	4.10
Comms & computing	5.994	2.982	2.957	(0.025)	
Miscellaneous expenses	1.580	0.770	1.027	0.257	4.11
Supplies & services	2.961	1.476	1.785	0.309	4.12
Collaboration contributions	6.189	3.095	3.012	(0.083)	4.13
Partnership contributions	0.412	0.182	0.188	0.007	
Community safety grant	3.500	1.750	1.124	(0.626)	4.14
Agency/contract services	0.741	0.370	0.387	0.016	
Pensions	3.338	1.669	2.431	0.762	4.15
Capital financing	3.758	1.879	1.775	(0.104)	4.16
Joint authorities	0.678	0.342	0.267	(0.075)	4.17
	42.345	**21.452**	**22.471**	**1.019**	
Total expenditure	**201.772**	**101.061**	**101.986**	**0.924**	
Other					
Special services	(0.433)	(0.166)	(0.163)	0.003	
Fees, report & charges	(0.351)	(0.163)	(0.166)	(0.004)	
Other operating income	(0.190)	(0.095)	(0.076)	0.019	
Income	(3.800)	(1.831)	(2.550)	(0.719)	4.18
	(4.774)	**(2.256)**	**(2.956)**	**(0.700)**	
	196.998	**98.806**	**99.030**	**0.224**	

Appendix 2: Period 6 Year to Date Expenditure Against Budget

September 2013

External Funded

	Full year	Year to Date		
	Agreed Budget £m	Budget £m	Actual £m	Variance £m
Police pay & allowances	2.146	1.064	0.876	(0.188)
Police overtime	0.264	0.134	0.234	0.100
Police staff pay & allowances	1.622	0.801	0.757	(0.044)
Police staff overtime	0.021	0.011	0.013	0.003
Other employee expenses	0.035	0.017	0.025	0.008
Total pay & allowances	**4.088**	**2.028**	**1.907**	**(0.121)**
Other operating expenses				
Premises running costs	0.258	0.130	0.125	(0.005)
Transport allowances	0.008	0.004	0.005	0.001
Transport costs	0.210	0.105	0.045	(0.060)
Equipment, furniture & materials	0.080	0.041	0.059	0.019
Expenses	0.011	0.005	0.033	0.027
Clothing, uniform & laundry	0.006	0.003	0.001	(0.002)
Printing & stationery	0.017	0.008	0.010	0.002
Comms & computing	0.200	0.100	0.172	0.072
Miscellaneous expenses	0.100	0.050	0.067	0.016
Supplies & services	0.198	0.133	0.127	(0.006)
Collaboration Contributions	-	-	-	-
Partnership Contributions	-	-	-	-
Community safety grant	-	-	-	-
Agency/contract services	0.154	0.077	0.040	(0.038)
Pensions	-	-	-	-
Capital financing	-	-	-	-
Joint authorities	-	-	0.006	0.006
	1.243	**0.658**	**0.690**	**0.032**
Total expenditure	**5.330**	**2.686**	**2.597**	**(0.089)**
Other				
Special services	-	-	-	-
Fees, report & charges	-	-	-	-
Other operating income	-	-	-	-
Income	(5.330)	(2.686)	(2.459)	0.226
	(5.330)	**(2.686)**	**(2.459)**	**0.226**
	-	**-**	**0.137**	**0.137**

For Consideration	
Public	
Report to:	**Strategic Resources and Performance**
Date of Meeting:	**20th November 2013**
Report of:	**ACO Monckton**
Report Author:	**Pam Taylor**
E-mail:	**pamela.taylor@nottinghamshire.pnn.police.uk**
Other Contacts:	**Amanda Harlow**
Agenda Item:	**10**

Period 6 Capital Monitoring Report 2013-2014

1. Purpose of the Report

1.1 To seek approval from the Police & Crime Commissioner regarding the amendments to the forecasted spend highlighted in the report and that the year to date expenditure is noted.

1.2 To provide information on the actual expenditure against the 2013-2014 Capital Programme to the end of September 2013 (Period 6). Information is also provided on the anticipated profiling of the expenditure during the year and on any updates on the progress of schemes. This report is an update on Period 5 information.

2. Recommendations

2.1 To note an actual spend of £0.162m in the period and a total spend of £1.701m against a budget of £11.626m.

2.2 To note anticipated slippage of £4.413m.

2.3 To note the PCC has recently approved 2 new capital schemes totalling £0.987m be added to the capital programme for 2013-2014.

2.4 Other net under/overspends total £0.157m

3. Reasons for Recommendations

3.1 To provide an update on this major area of expenditure.

4. Summary of Key Points

4.1 There are three main areas to the Capital Programme :

- Estates Projects controlled by Tim Wendels, Head of Estates and Facilities Management.
- Information Services Projects controlled by Christi Carson, Head of Information Services.
- Other Projects, which have managers from across the Force.

4.2 The programme for 2013-2014 was £7.856m plus a further £3.770m was approved as slippage to be carried forward from 2012-2013.

4.3 The expenditure and slippage to date is detailed by scheme in Appendix 1 and summarised in the following table:

	Budget for Year	**P6 Actual spend**	**Potential Slippage 2014-15**	**Virements**	**Under (-) / over spend**	**Budget Remaining**
	£m	**£m**	**£m**	**£m**	**£m**	**£m**
Estates	5.067	0.388	-2.385	0.023	0.131	2.448
I.S.	5.851	0.922	-2.028	0.000	0.591	3.492
Other	0.708	0.391	0.000	-0.023	0.108	0.402
Total	**11.626**	**1.701**	**-4.413**	**0.000**	**0.830**	**6.342**

4.4 Budget managers have identified schemes where expenditure is likely to slip into 2014-2015. £4.413m of slippage is currently projected. A number of IT projects will be considered on a regional basis. The Regional IT collaboration continues to give uncertainty to the programme, and this impacts upon project timing. The timing of all projects is being reviewed as part of the revised Quarter 2 forecast, which will require PCC approval.

4.5 Additionally the budget does not include contributions to collaboration schemes where Nottinghamshire Police is not the lead authority e.g EMHR shared service collaboration. There is a risk that spend will be agreed on projects not included in our programme.

4.6 The £4.413m slippage estimate has increased by £0.546m from the £3.867m reported to at Period 5. More information is contained in the following table;

	£m	
Access Control Improvement Works	0.080	Project plan revision has delayed start.
Bircotes Information Centre	0.065	This project has been rescheduled to commence in March 2014 with completion

		during the first quarter.
Bridewell Car Park	-0.025	Landlord has refused to approve improvement works. This project is now shown as a capital budget saving.
Custody Improvements	0.025	Delays in tender process.
Energy initiatives	0.176	Awaiting the outcome of the estates review
Mobile Data Incident Update	0.075	Awaiting response from supplier. Project will not now be completed in 2013-2014.
Desktop Virtualisation	0.150	Awaiting resources to undertake the project.
	0.546	

4.7 Net overspends of £0.085m have been identified in period 6 on existing projects. An increase in expenditure on the Artemis project of £0.108m is due to accelerating the fitting of the units by using outside contractors. This has been partially offset by the cancellation of Bridewell car park works referred to in section 4.6 above. The PCC has recently approved two new capital schemes.

- £0.837m for adopting Windows 7 as the standard laptop & workstation operating system.
- £0.150m for an image management system for EMSOU forensics.

4.8 A number of contingency budgets are held within the capital budget. As schemes are identified costs are vired into specific projects from these budgets. £0.062m has been vired from the minor emergency works budget and £0.023m from the contingency equipment budget this month.

4.9 Further work is being done with budget managers to ensure that the PCC is presented with a realistic profiled forecast of budget expenditure and to identify projects not previously included within the capital programme which can be presented to the PCC for approval.

5. Financial Implications and Budget Provision

This Report has been approved by Simon Tovey.

5.1 Reductions in current year capital expenditure will have a direct effect on the following year's MRP charges. This can only be quantified when the actual expenditure for the year is known and the CFO to the Commissioner has confirmed the funding of that programme.

6. Human Resources Implications

6.1 There are no HR implications.

7. Equality Implications

7.1 There are no Equality implications arising from this report.

8. Risk Management

8.1 The risks to the capital budget are set out within the report.

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

9.1 The Business Case approval for individual projects are linked to Police and Crime Plan Priorities.

10. Changes in Legislation or other Legal Considerations

10.1 Not Applicable

11. Details of outcome of consultation

11.1 Not Applicable

12. Appendices

12.1 Appendix 1 Capital Monitoring Period 6 2013-2014

Appendix 1
Capital Monitoring Period 6
2013-2014

	Original budget for year	Potential Slippage 2014/15	Original budget less slippage	Period 06 Actual spend	Virements Period 06	Under(-) /Over spend	Period 06 Budget Remaining	Oct	Nov	Dec	Jan	Feb	Mar	Total
	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
Estates Projects														
A & E Storage Boxes			0		23		23	23						23
Access Control Improvement Works	400	-380	20				20			10			10	20
Bircotes Information Centre	75	-65	10				10						10	10
Bridewell Car Park	25	0	25			-25	0							0
Bridewell Water Tank			0		15		15			15				15
Broxtowe Refurbishment	239	-200	39				39						39	39
Bunkered Fuel Tank Works	150	-100	50				50						50	50
CCTV (Non Custody)	158		158	59			99				99			99
Central New Build	20		20				20		20					20
Custody Improvements	441	-200	241				241			21	50	85	85	241
Eastwood Police Station Replacement	249	-249	0				0							0
Energy Initiatives	872	-316	556	26			530	17	27	25	50	190	221	530
Estates Review	150		150				150						150	150
FHQ Kennels	600	-500	100				100				20		80	100
Firing Range Upgrade	55		55	53			2	2						2
Flat Roofs Replacement	144		144				144						144	144
HQ Fire Precautions Upgrade	4		4				4	4						4
Hucknall Flat Roof	25		25	26		1	0							0
Hucknall Kitchen & Rest Room			0		10		10			10				10
Hucknall Window Replacement	405		405	2			403						403	403
Mansfield Server Room			0		25		25			25				25
Northern Property Store	11		11	3			8			8				8
Ollerton Police Station Refurb'	89		89	39			50	50						50
PCC Accomodation	150		150	1			149		20	90	39			149
PV Panels	47		47	47			0							0
R22 Gas Replacement	16		16	11			5	5						5
Retford New Build	400	-375	25				25						25	25
Selston Golf Course Modular Build	25		25				25						25	25
Shared Services	347		347	115			232						232	232
Sherwood Lodge Refurbishment	4		4	4			0							0
Southern Control Room Upgrade	6		6	2			4		4					4
Sundry Minor & Emergency Works	115		115		-62		53						53	53
West Bridgford Car Wash			0		12		12			12				12
	5,222	**-2,385**	**2,837**	**388**	**23**	**-24**	**2,448**	**101**	**71**	**216**	**258**	**275**	**1,527**	**2,448**
Net under (-)/over spend Pd05	**-155**					**155**	0							
Estates Projects	**5,067**	**-2,385**	**2,837**	**388**	**23**	**131**	**2,448**							

Appendix 1
Capital Monitoring Period 6
2013-2014

	Original budget for year	Potential Slippage 2014/15	Original budget less slippage	Period 06 Actual spend	Virements Period 06	Under(-) /Over spend	Period 06 Budget Remaining	Oct	Nov	Dec	Jan	Feb	Mar	Total
	£000	£000		£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
ICT Projects														
ANPR Solution for the East Midlands	100		100				100						100	100
Mobile Data Incident Update	150	-75	75				75						75	75
Cont' Essential Hardware Refresh	350		350	254			96	16	16	16	16	16	16	96
Control Room PC's Upgrade	100		100	4			96						96	96
Crime Recording (CRMS)	92		92	12			80						80	80
Criminal Justice	248		248	210			38						38	38
Desktop Virtualisation	300	-300	0				0							0
Efinancials Upgrade	40		40				40			40				40
Essential Equipment Renewal	250		250	126			124	21	20	21	20	21	21	124
Follow Me Printing	190		190	10			180		180					180
ICT Regional Applications	78		78	1			77						77	77
Imps' to Digital Investigation Storage	300	-300	0				0							0
Inphase Performance Management	25		25	25			0							0
LAN Desk Merger	350	-175	175				175				87	88		175
Local Perimeter Security Upgrade	50		50				50						50	50
Local Printing Reduction	82		82	21			61	10	10	10	10	10	11	61
Memex Upgrade	117		117	65			52					52		52
Migrate to PSN	50		50				50						50	50
Mobile ANPR for Fleet	22	22	44				44	7	7	8	7	7	8	44
Mobile Data Changes & enhancements	50		50				50	9	8	8	9	8	8	50
Mobile Data Managed Crime & Risk Forms	93		93				93						93	93
Mobile Data Stop & Search	33		33	9	5		29						29	29
Mobile Data HO Pentip & Crash	211		211				211						211	211
Network Equipment Renewal	0		0	15			-15						-15	-15
Regional Desktop - Email	75		75				75	12	13	12	13	12	13	75
Regional Project Storage	125		125				125						125	125
Remote Working	289		289	76	-5		208			52	52	52	52	208
Server Virtualisation	0		0	1		1	0							0
SSL Gateway - Increase Capacity	30		30	17			13		13					13
Storage Area Network Upgrade	28		28				28			28				28
Storage Solutions	100		100				100						100	100
Telephony Project	1,450	-1,200	250				250						250	250
Video Conference Refresh	76		76	76			0							0
Image Management System						150	150			150				150
Windows Upgrade						837	837	500	200	137				837
	5,454	**-2,028**	**3,426**	**922**	**0**	**988**	**3,492**	**575**	**467**	**482**	**214**	**266**	**1,488**	**3,492**
Net under (-)/over spend Pd05	**397**					**-397**	0							
ICT Projects	**5,851**	**-2,028**	**3,426**	**922**	**0**	**591**	**3,492**							

Appendix 1
Capital Monitoring Period 6
2013-2014

	Original budget for year	Potential Slippage 2014/15	Original budget less slippage	Period 06 Actual spend	Virements Period 06	Under(-) /Over spend	Period 06 Budget Remaining	Oct	Nov	Dec	Jan	Feb	Mar	Total
	£000	£000		£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
Other Projects														
Artemis Fleet Management	435		435	294		108	249	166			83			249
Body armour	50		50				50						50	50
Contract Management System	46		46	10			36		36					36
Crime Tracker				13			-13						-13	-13
Equipment Contingency	30		30		-23		7						7	7
Non-driver slot vehicles	105		105	74			31		31					31
Safes & Ballistic Boxes	42		42				42						42	42
	708	**0**	**708**	**391**	**-23**	**108**	**402**	**166**	**67**	**0**	**83**	**0**	**86**	**402**
Net under (-)/over spend Pd05	**0**					**0**	0							
Other Projects	**708**	**0**	**708**	**391**	**-23**	**108**	**402**							
Total Approved Programme	**11,626**	**-4,413**	**6,971**	**1,701**	**0**	**830**	**6,342**	**842**	**605**	**698**	**555**	**541**	**3,101**	**6,342**

For Information	
Public/Non Public*	**Public**
Report to:	**Strategic Resources and Performance Meeting**
Date of Meeting:	**6th November 2013**
Report of:	**ACO Monckton**
Report Author:	**Simon Tovey**
E-mail:	**Simon.tovey10909@nottinghamshire.pnn.police.uk**
Other Contacts:	
Agenda Item:	**11**

Efficiency Savings 2013/14 Update

1. Purpose of the Report

1.1 To outline the current savings position against the Force efficiency plans.

2. Recommendations

2.1 The report is noted.

3. Reasons for Recommendations

3.1 The report outlines the position at Period 6 of the savings achieved year to date against the original budget and Quarter 1 revision. Further work is being carried out analysing efficiencies as part of the Quarter 2 re-forecast.

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

4.1 The efficiency targets were set two years ago as part of the MTFP set in 2011/12. The efficiencies within this plan were backed up at the time with detailed plans, which over time, due to changes in priorities and executive decisions, has meant the mix has changed and phasing of the delivery has changed in some areas.

4.2 A review is currently underway regarding the cost of transformation within the Force. When this cost is stripped out, it is likely to have a positive impact on some of the variances as additional resources are being used to support the transformation activity.

4.3 It should be noted there are other operational variances that have occurred through the year. These will be presented with the revised Quarter 2 Forecast that will be presented to the PCC in November 2013 for approval.

4.4 Appendix 1 outlines the budget, Quarter 1 forecast and current position. The variances are detailed below if there are any variances against plan.

4.5 Note 1 – Human Resources currently on schedule as savings are phased for the latter half of the year.

4.6 Note 2 – IS on track to deliver additional savings above budget.

4.7 Note 3 – Procurement delivered £0.800k year to date. Currently Finance is working to verify all of the additional savings Procurement have made with the management accounts.

4.8 Note 4 – Estates has struggled with the phasing of its savings due to decisions and external markets. This is likely to have an impact in the next forecast.

4.9 Note 5 – Income generation is delivering more through increased proactive management of income and identification of additional opportunities.

4.10 Note 6 – Vacancy rate is currently running ahead of budget.

5. Financial Implications and Budget Provision

5.1 Included within the report

6. Human Resources Implications

6.1 Not applicable to this paper as HR implications are implicit within the work for the efficiency plans.

7. Equality Implications

7.1 Not applicable to this paper

8. Risk Management

8.1 Embedded with the work which is being done.

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

9.1 Supports priorities on spending money wisely

10. Changes in Legislation or other Legal Considerations

10.1 Not applicable to this paper

11. Details of outcome of consultation

11.1 Not relevant

12. Appendices

12.1 Appendix 1 – Efficiency Savings Period 6

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

13. Not applicable.

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

Efficiency Savings Period 6

	MTFP £m	Plan £m	Latest Estimate £m	Plan v Latest £m	Period 6 Actual ytd £m	
Business & Finance		0.100	0.100	-	0.100	
Estates & Facilities		0.185	0.111	(0.074)	0.060	
Human Resource		0.223	0.223	-	0.075	Note 1
IS		0.288	0.323	0.035	0.160	Note 2
Procurement		0.096	0.096	-	0.096	
Corporate Comms		-	-	-	-	
PSD		0.095	0.015	(0.080)	-	
Corporate Services	**1.000**	**0.987**	**0.868**	**(0.119)**	**0.491**	
Fleet	0.200	0.200	0.200	-	0.100	
Procurement	2.000	2.000	2.000	-	0.800	Note 3
Estates	1.000	1.000	0.441	(0.559)	0.210	Note 4
Income generation	-	-	0.417	0.417	0.580	Note 5
Collaboration	0.500	0.500	0.300	(0.200)	-	
Operational efficiencies	1.000	1.000	1.000	-	0.500	
Commissioners Office	0.100	0.100	0.100	-	0.100	
Vacancy Rate	2.800	2.800	2.339	(0.461)	1.500	Note 6
	8.600	**8.587**	**7.665**	**(0.922)**	**4.281**	

For Consideration	
Public/Non Public	Public
Report to:	Strategic Resources & Performance
Date of Meeting:	20 November 2013
Report of:	The Chief Executive
Report Author:	Sara Allmond
E-mail:	sara.allmond@nottscc.gov.uk
Other Contacts:	
Agenda Item:	12

WORK PLAN AND MEETING SCHEDULE

1. Purpose of the Report

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

2. Recommendations

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

3. Reasons for Recommendations

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

4. Summary of Key Points

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

5. Financial Implications and Budget Provision

5.1 None as a direct result of this report

6. Human Resources Implications

6.1 None as a direct result of this report

7. Equality Implications

7.1 None as a direct result of this report

8. Risk Management

8.1 None as a direct result of this report

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

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

10. Changes in Legislation or other Legal Considerations

10.1 None as a direct result of this report

11. Details of outcome of consultation

11.1 None as a direct result of this report

12. Appendices

12.1 Work Plan and schedule of meetings

Strategic Resources and Performance Meeting Work Programme

	ITEM	FREQUENCY	LEAD OFFICER
	Wed 22nd January 2014 – 10.30am		
1.	Topic based presentation		
2.	Equalities Report		Force
3.	Chief Constable's Update Report	Every other meeting	Force
4.	**(13)** Revenue, Budget Precept	Annually	OPCC & Force CFOs
5.	**(14)** Medium Term Financial Plan	Annually	OPCC CFO
6.	**(25)** 4 Year Capital Plan	Annually	OPCC CFO?
7.	**(26)** Annual Capital Budget	Annually	OPCC CFO?
8.	**(28)** Treasury Management Strategy	Annually	OPCC CFO
9.	**(38)** Q1, Q2 and Q3 update and draft refresh of Police and Crime Plan	Quarterly	OPCC
10.	**(54)** Estates Strategy/changes to estate/closure programme/sales etc	Annually	Force
11.	**(67)** Public Protection and Safeguarding reports	6 monthly	OPCC & Force
12.	**(63)** Updates on IT Strategy and outcomes	Annually	Force
	Standard items:-		
	Performance Scorecard – Executive Summary	Every meeting	Force
	(18) Revenue Budget Monitoring and Forecast (summarising approved virements)	Every meeting	Force CFO
	(19) Capital Budget Monitoring and Forecast (summarising approved virements)	Every meeting	Force CFO
	Wed 19th March 2014 – 10.30am		
1.	Topic based presentation		
2.	**(4)** Complaints and Conduct report	6 monthly	Force
3.	**(55)** Environmental Management performance	Annually	Force?
4.	**(56)** Health and Safety monitoring and legislative compliance	Annually	Force
5.	**(58)** Learning and Development programme	Annually	Force
6.	**(61)** Report on workforce planning, retention, recruitment, leavers and	Annually	Force

	ITEM	**FREQUENCY**	**LEAD OFFICER**
	starters, forward planning and performance monitoring		
7.	**(38)** Final Police and Crime Plan Launch	Annually	OPCC
	Standard items:-		
	Performance Scorecard – Executive Summary	Every meeting	Force
	(15) Updates on Medium Term Financial Plan	Every meeting	
	(18) Revenue Budget Monitoring and Forecast (summarising approved virements)	Every meeting	Force CFO
	(19) Capital Budget Monitoring and Forecast (summarising approved virements)	Every meeting	Force CFO
	Wed 14th May 2014 – 10.30am		
1.	Topic based presentation		
2.	Chief Constable's Update Report	Every other meeting	Force
3.	**(29)** Report on the Treasury Out-turn	Annually	OPCC CFO
4.	**(30)** Treasury Update report to show compliance with the Treasury Management Strategy	Annually	OPCC CFO
5.	**(31)** Compliance Assurance Report	Annually	OPCC CFO
6.	**(32)** Insurance Tender Process Reports	Annually	OPCC CFO
7.	**(33)** Insurance Provision Reports	Annually	OPCC CFO
8.	**(38)** Yearly Update of Police and Crime Plan, linked to Annual Statement	Annually	OPCC
	Standard items:-		
	Performance Scorecard – Executive Summary	Every meeting	Force
	(15) Updates on Medium Term Financial Plan	Every meeting	
	(18) Revenue Budget Monitoring and Forecast (summarising approved virements)	Every meeting	Force CFO
	(19) Capital Budget Monitoring and Forecast (summarising approved	Every meeting	Force CFO

	ITEM	**FREQUENCY**	**LEAD OFFICER**
	virements)		
	Wed 16th July 2014 – 10.30am		
1.	Topic based presentation		
2.	**(37)** Performance of the last years Policing Plan against the Police and Crime Plan	Annually	Force
3.	**(52)** Engagement and Consultation monitoring, analysis and reporting	Annually	OPCC & Force
4.	**(66)** Management Information Reports on contracts, assurance to relevant policy agreements	Annually	OPCC & Force CFOs
5.	**(67)** Public Protection and Safeguarding reports	6 monthly	OPCC & Force
6.	**(38)** Q1 Police and Crime Plan Update	Quarterly	OPCC
	Standard items:-		
	Performance Scorecard – Executive Summary	Every meeting	Force
	(15) Updates on Medium Term Financial Plan	Every meeting	
	(18) Revenue Budget Monitoring and Forecast (summarising approved virements)	Every meeting	Force CFO
	(19) Capital Budget Monitoring and Forecast (summarising approved virements)	Every meeting	Force CFO