

# **STRATEGIC RESOURCES & PERFORMANCE MEETING**

**Tuesday, 13 September 2016 AT 2.00pm**  
**Committee Room B, County Hall,**  
**West Bridgford, Nottingham NG2 7QP**

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## **Membership**

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

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

1. Apologies for absence
2. Declarations of Interest
3. Minutes of the previous meeting held on 21 June 2016
4. Chief Constable update report
5. Engagement monitoring and evaluation
6. Workforce Planning
7. Case Management
8. Performance and Insight report

9. Period 3 Capital Monitoring and Forecast Report 2016-17
10. 2016/17 Outturn Report – Quarter one update
11. Refreshed Police and Crime Delivery Plan 2016-18
12. Work Programme

## **NOTES**

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

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

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**MINUTES OF THE MEETING OF THE**  
**NOTTINGHAMSHIRE POLICE AND CRIME COMMISSIONER**  
**STRATEGIC RESOURCES AND PERFORMANCE MEETING**  
**HELD ON TUESDAY 21 JUNE 2016**  
**AT NOTTINGHAMSHIRE COUNTY COUNCIL, WEST BRIDGFORD,**  
**NOTTINGHAMSHIRE NG2 7QP**  
**COMMENCING AT 2.00PM**

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**MEMBERSHIP**

(A – denotes absence)

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

**OTHERS PRESENT**

Sean Anderson – Nottinghamshire Police  
Barbara Brady – Public Health, Nottinghamshire County Council  
David Cain – Nottinghamshire Police  
Tracy Carr – Public Health England, East Midlands  
Alison Fawley – Democratic Services, Notts County Council  
Richard Fretwell – Nottinghamshire Police  
Nigel Hill – Head of Nottinghamshire NPS  
Ruth Hill – Chief Executive, Broxtowe BC  
Laurence Jones – Nottinghamshire County Council  
Mark Kimberley – Head of Finance, Nottinghamshire Police  
Ellen Martin – NHS England, North Midlands  
Nick Orders – YOT  
Gurdev Singh – HMP Nottingham  
Tim Spink – Nottingham Crime and Drugs Partnership  
Carl Taylor-Walster – Nottinghamshire Police  
Katie Wass – HMP Nottingham  
Sarah Wells – Nottingham Crime and Drugs Partnership  
Ben Wild – Director of Operations, DLNR CRC  
Paul Winter – Nottinghamshire Police

## **TOPIC BASED PRESENTATIONS**

### **1. Nottinghamshire National Probation Service (NNPS)**

Nigel Hill, Head of Nottinghamshire National Probation Service gave a presentation to update Members of the progress of the transformation programme for the service. The presentation discussed the wider organisation and where Nottinghamshire fitted in, the areas of service delivery and an outline of the staffing structure although it was noted that some posts were awaiting recruitment to. Mr Hill discussed the target operating model and operational metrics and outlined the development and implementation proposals for June 2016 – March 2017.

### **2. DLNR CRC – reform update**

Ben Wild, Director of Operations DLNR CRC, gave a presentation which provided an update on the DLNR CRC reforms. He discussed governance and how the reforms were working and said that DLNR were consistently meeting targets.

During discussions following the presentations the following points were raised:

- Both organisations had been through considerable change and it was felt that both had been able to build on good relationships and that changes had been phased in so that they could be prioritised. The NNPS said that the service would look different especially given the very limited budget. DLNR CRC had tried to keep key operational functions going but there had been some slippage and some cuts had been necessary.
- It was thought that work around Integrated Offender Management (IOM) had lost momentum and it was reported that there were a variety of IOM issues across DLNR.
- The driver for change had been to improve the service and this had happened but would be ongoing to respond to future changes and challenges and to make a difference.

The Commissioner thanked Mr Hill and Mr Wild for their presentations and contributions to the discussion.

## **APOLOGIES FOR ABSENCE**

Apologies for absence were received from The Chief Constable.

Paddy Tipping wished Mr Eyre a happy retirement and praised his contribution to Nottinghamshire Police Force and his achievements during his time as Chief Constable.

Simon Torr, who will be taking up the post of temporary Deputy Chief Constable, was welcomed to the meeting.

## **MINUTES OF THE PREVIOUS MEETING HELD ON 15 MARCH 2016**

Agreed

## **PERFORMANCE AND INSIGHT REPORT**

Simon Torr introduced the report which informed the Office of the Police and Crime Commissioner (OPCC) of the key performance headlines for Nottinghamshire Police to March 2016.

During discussion the following points were raised:

- Crime rates – Official data was not yet available from the Home Office but Nottinghamshire was seeing falling crime rates.
- The new Niche System had been introduced in February and work was ongoing to refine the system.
- Public satisfaction – different rates across City and County
- Crime levels at the end of the year showed some improvements: violent crime had seen a reduction as had ASB.
- There had been a large reduction in burglary which had moved Nottinghamshire up the league table,
- Robbery and crimes against people had been a real sustained success with levels dropping.
- Sexual offences had risen although this was thought to be due to historic reporting.
- There had been changes to the reporting criteria which had lowered numbers for satisfaction levels. There was a greater degree of satisfaction in the County than in the City although as they are the same provider this was difficult to understand. It may be that the spread of crimes was significantly different or perhaps it was due to different expectations of reporting crime via the telephone or internet.

### **RESOLVED 2016/010**

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

## **REVENUE OUT-TURN REPORT 2015-16**

Mark Kimberley introduced the report which provided an update on the provisional financial outturn position against the key financial performance headlines for Nottinghamshire Police for the year ending 31 March 2016.

### **RESOLVED 2016/011**

1. That the out-turn position for each legal entity and the net position for the Group as detailed in the report be noted.
2. That the transfer from the MTFP reserve of £7,570,000 to meet the overspend as detailed above be approved by the Commissioner.
3. That the transfer to the Grants and Commissioning reserve of £699,000 from the underspend as detailed above be approved by the Commissioner.

## **CAPTIAL OUT-TURN AND SLIPPAGE 215-16**

Charlie Radford introduced the report which informed the Police and Crime Commissioner of the capital outturn and requested approval of budget slippage into 2016-17

## **RESOLVED 2016/012**

1. That the capital expenditure of £8.895m be approved.
2. That the budget slippage of £6.110m as a formal addition to the 2016-17 programme be approved.

## **TREASURY UPDATE – ANNUAL REPORT**

Charlie Radford introduced the report which informed the Commissioner and stakeholders of treasury management performance against the approved strategy for 2015-16.

## **RESOLVED 2016/013**

That the Annual Treasury Management review 2015-16 be approved.

## **INSURANCE UPDATE REPORT**

Charlie Radford provided an update on the renewal terms for the insurance policies for 2016-17

## **RESOLVED: 2016/014**

1. That the contents of the report and the impact on the liability insurance premium be noted.
2. That the additional budget pressure be included within the efficiency planning and budget monitoring for 2016-17

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

Simon Torr introduced the report which provided members of the Strategic Resources and Performance Board with an update regarding how Nottinghamshire Police and the Chief Constable promoted ethical behaviour and embedded the College of Policing's Code of Ethics

## **RESOLVED: 2016/015**

That the contents of the report be noted.

## **ANNUAL HEALTH AND SAFETY REPORT 2015-16**

Carl Taylor-Walster introduced the report which provided an update on health and safety issues and statistics for the period April 2015 – March 2016.

## **RESOLVED: 2016/016**

That the report be noted

## **WORK PROGRAMME**

Kevin Dennis gave a verbal report that the work programme was under review and would be available for September 2016.

**RESOLVED 2016/017**

That the report be noted.

The meeting closed at 4.20pm

CHAIR





|                         |   |
|-------------------------|---|
| <b>For Information</b>  |   |
| <b>Public</b>           | <b>Public</b>   |
| <b>Report to:</b>       | <b>Strategic Resources and Performance Meeting</b>    |
| <b>Date of Meeting:</b> | <b>13<sup>th</sup> September 2016</b>                 |
| <b>Report of:</b>       | <b>Chief Constable Sue Fish</b>                       |
| <b>Report Author:</b>   | <b>Alison Donaldson</b>                               |
| <b>E-mail:</b>          | <b>alison.donaldson@nottinghamshire.pnn.police.uk</b> |
| <b>Other Contacts:</b>  | <b>T/PS Kylie Westlake</b>                            |
| <b>Agenda Item:</b>     | <b>4</b>  |

## **Chief Constable's Update Report**

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

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

### **2. Recommendations**

- 2.1 It is recommended that the contents of the attached report are noted.

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

- 3.1 To ensure that the OPCC is aware of significant and notable events since the previous update report in June 2016.

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

- 4.1 This is a quarterly report. Please see Appendix 1.

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

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

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

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

### **7. Equality Implications**

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

### **8. Risk Management**

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

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

9.1 There are no policy implications arising from this report.

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

10.1 There are no legal considerations

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

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

## **12. Appendices**

12.1 Appendix 1 – Chief Constable's Update Report 13<sup>th</sup> September 2016.

## **Appendix 1**



# **Chief Constable's Update Report**

Strategic Resources and Performance Board

13<sup>th</sup> September 2016

Version 1.0

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**1.0 Introduction**

- 1.1 Since the previous update was provided in June 2016, there has been a significant amount of work undertaken to move the Force forward in terms of crime reduction, prevention and changes to our structures to make the organisation as efficient and effective for the future as possible.
- 1.2 Since the departure of Chief Constable Chris Eyre in June, I have commenced my role as Chief Constable with Simon Torr as Deputy Chief Constable. I was pleased to welcome Stuart Prior to the team as Assistant Chief Constable. Stuart has joined us from his position as Head of EMSOU, with over 30 years' service with Leicestershire Police.
- 1.3 The three Forces, Nottinghamshire, Leicestershire and Northamptonshire are continuing to work together as a Tri-Force Collaboration with the overarching aims of improving service and reducing costs. Phil Eaton was appointed as interim ACO for Information Technology for the Collaboration in June has over 40 years' experience in technology in both the private and public sector.
- 1.4 This has been a particularly busy period and we have initiated a number of spontaneous and also proactive intelligence led police operations to address activity and minimise the impact of crimes, examples include:
  - Operation Horseradish – Murder at Forest Fields, 1<sup>st</sup> June 2016, investigated by EMSOU Major Crime. Four people have been charged with a murder and the court trial is scheduled for November 2016.
  - Black Lives Matter protest – 5<sup>th</sup> August 2016, Nottingham City Centre resulted in four arrests for wilful obstruction of the highway.
  - Op Kinic – 6<sup>th</sup> August 2016, EDL demonstration in Nottingham City Centre led to six arrests for public order offences and also failure to remove a face covering. Four have been released without charge with one charge for Section 5 Public Order and possession of a Class B Drug, and another charge for criminal damage in connection with a report of a flare being thrown during the event.
  - Operation Throstle –Death on Newark railway tracks, 9<sup>th</sup> August 2016. This death occurred after police contact and following and IPCC referral has been returned for local investigation. This tragic highlighted the benefit of body worn video.
  - Operation Hyacinth – Suspicious death at the Springwater Care Home, Calverton. Two people were arrested and have been released pending forensic examination results. Our enquiry team continue to work closely with the Care Quality Commission.

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Recognising the potential for significant community impact we have consistently prioritised positive community engagement and worked with our City Council colleagues, and other partner agencies to provide a proportionate response.

- 1.5 The PROUD values continue to underpin all of our daily business as we develop a new landscape for policing in Nottingham and Nottinghamshire (please see Appendix 1 for the definition of the PROUD values). These values are integral to our daily behaviours and everything we do, from frontline policing, to operational planning, to procurement, and throughout every element of our business. They are also closely aligned with the Code of Ethics.
- 1.6 This report gives an update on just some of the work that has been taking place recently and is set out by each of the Police and Crime Commissioners Force's seven strategic priority themes:
1. Protect, support, and respond to victims, witnesses and vulnerable people
  2. Improve the efficiency, accessibility and effectiveness of the Criminal Justice Process
  3. Focus on those priority crime types and local areas that are most affected by crime and anti-social behaviour (ASB)
  4. Reduce the impact of drugs and alcohol on levels of crime and (ASB)
  5. Reduce the threat from organised crime
  6. Prevention, early intervention and reduction in reoffending
  7. Spending your money wisely

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

- 4.1 The Crime Survey for England and Wales results show increases in Victim satisfaction and public confidence however, the Force continues to focus on improving understanding victims and witnesses and on our diverse communities in order to help us understand the different and changing needs and expectations of the public that we serve.
- 4.2 The percentage of people who agree that the police and local councils are dealing with Anti-Social Behaviour (ASB) and other crime issues remains stable.
- 4.3 The Force has recently reviewed the interview questions and sample size for the Victim Satisfaction surveys and some changes have been implemented in line with minimum requirement prescribed by the Home Office. The changes took place in July 2016 however it will take at least three months before we can assess the impact on satisfaction levels.
- 4.4 In partnership with the Nottingham Women's Centre, Nottinghamshire Police has become the first Force in the country to recognise misogyny as a hate crime.

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The additional category applies to a range of incident reports from street harassment through to unwanted physical approaches.

- 4.5 The Force continues to monitor hate crime reports related to the EU referendum result, reporting to the Home Office National Community Tension Team. We did see an increase in hate crime reports in the month post the referendum result however by week eight, although levels remained raised, race hate reports have returned to a relatively similar volume as last year.
- 4.6 In partnership with 'Embrace in the Community', a series of informal community meetings have been arranged in Nottinghamshire where minority groups can attend and feedback to build and foster good relations and providing us with the opportunity to engage and understand their needs.
- 4.7 Nottinghamshire Police is committed to policing the area with the upmost honesty and integrity. The PSD Engagement Strategy has been refreshed. This takes a problem solving approach, by looking at the best way to address a complaint, reduce times for updates and resolutions and introduce clear ways to inform the public about the legitimacy of appropriate police use of force and tactics.

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

- 5.1 The East Midlands Criminal Justice Service is currently working to an agreed business plan based around the three overall objectives of embedding a regionally standardised and effective EMCJS, achieving national and local CJ Board objectives and delivering efficiencies. A further objective is around maximising the benefits from digital technology.
- 5.2 These objectives are aimed at making criminal justice a fully regional service that is as efficient and effective as possible, gives best value for money for the general public and is also able to quickly respond to national initiatives and directives. Main pieces of work that are on-going at the moment include; NICHE enabled prosecutions models, remodelling of Custody and performance monitoring. Digital First are undertaking a national "Landscape Review" of Force capacity and capability around digital working within the Criminal Justice System.
- 5.3 Work is continuing around Transforming Summary Justice and Better Case Management, aimed at improving the processes around getting cases through court (both Magistrates and Crown) and dealt with in a timely manner.
- 5.4 The annual performance information for Crown Court and Magistrates Court is due for publication in the autumn.

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

- 6.1 The Force recorded an 8.5% reduction in All Crime year to date which equates to 2181 less crimes.
- 6.2 We have strong performance in Victim-Based Crime with a reduction of 8.2%, 1900 less offences compared to last year. A significant reduction in Violence Against the Person offences continues to drive the overall reduction in Victim-Based Crime.
- 6.3 Anti-Social Behaviour remains stable with a 0.5% increase against 2015/16 which equates to an increase of 82 incidents.
- 6.4 Knife Crime is an increasing trend nationally but in the 12 months to March 2016 Nottinghamshire are recording a 6% increase in Violent Knife Crime which is less than the average for national and core cities. We are taking a robust approach to knife crime with our intelligence led proactive Knife Crime Team.

Notts has a higher number of possession of weapons offences than the core cities group average reflecting the success of our proactive work in dealing with those that carry weapons, and potentially preventing violent weapons offences.

- 6.5 Performance continues to be reviewed on a monthly basis by all Chief Officers at the Force Executive Board where they are provided with an update on exceptions and the Performance and Insight report, which covers crime, workforce and financial performance.
- 6.6 Despite the reductions achieved, there is no complacency amongst our staff and officers and we are determined to continue cutting crime and keeping people safe whilst at the same time, delivering value for money.

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

- 7.1 The New Psychoactive Substances (NPS) legislation came into force in May 2016. The Force has recorded one arrest for the supply of NPS which was subsequently refused charge by the Crown Prosecution Service.
- 7.2 Drop in sessions for officers and staff have taken place throughout August to increase awareness of New Psychoactive Substances.

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- 7.3 We are proactively policing drug intelligence and there were 53 less (a reduction of 17.4%) supply and production drug offences recorded showing a year on year reduction.
- 7.4 The reported number of Alcohol-Related Violence has been reported in similar proportions since the last report; the level is less than half that is estimated nationally.
- 7.5 66.1% of all Night-Time Economy Violence offences are alcohol related.

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

- 8.1 The current known threat from Organised Crime in Nottinghamshire remains high and each active OCG has a specific management plan aimed at mitigating or removing the threat.
- 8.2 Joint partnership tasking on the City ensures a proportionate police and partner response and a similar methodology has been introduced with the County partnerships.
- 8.3 As part of the Force thematic restructure, Serious and Organised Crime has a dedicated Task Force.
- 8.4 Identifying and assessing the unknown threat from Organised Crime remains a significant challenge.

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

- 9.1 The mandatory tagging pilot is progressing. ACC Rob Nixon is now the strategic lead for the Midlands. Contracts are in the process of being awarded for the tag provider. It is proposed to stagger the roll out across the Midlands area with a likely commencement of October.
- 9.2 Prevention as a theme has been woven into the operating model for the Force restructure.
- 9.3 We continue our role with the Multi Agency Intelligence Team (MAIT) partners and the team have recently expanded their business functions to include gang prevention through Vanguard Plus.
- 9.4 The MAIT are currently developing processes to provide accurate information from the National Probation Service and Community Rehabilitation Company as well as working on health provisions to armed forces veterans.



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- 9.5 Work is continuing around mental health and a community psychiatric nurse works in the control room to supplement the work the triage car does in the evening. This has ensured an appropriate and measured response for the service user but also allows us to work more efficiently to get to the end result.

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

- 10.1 Nottinghamshire Police's overarching vision is 'To be the best performing Police Force in England and Wales'. To achieve this vision we will continue to ensure that the budget allocated to us is spent wisely and that a balanced budget is delivered at the end of each financial year.
- 10.2 The Tri-Force Collaboration provides opportunities for us to make significant savings across all three forces which we will be able to reinvest in areas of high risk.
- 10.3 The Tri-Force Collaboration has secured more than £5m in Home Office funding over the next two years for a project to eliminate duplication between Forces and ensure they have access to a larger pool of information to help officers make faster and more informed decisions. The money will fund the provision of a single Wide Area Network (WAN), which will enable staff across the three Forces' county boundaries to share information.

The funding will also enable the three Forces to develop a telephony system linking their individual control rooms effectively offering a single consistent service. The aim is to ensure that at times of high call volumes and demand there is resilience to make sure response times will not be affected and operators can spend more time dealing with calls, improving the police response to incidents.

In addition, a Multi-Agency Incident Transfer system will enable information about incidents to be shared more quickly and effectively with the other emergency services and partner agencies to ensure the best coordinated and most appropriate responses are provided to the public.

- 10.4 In response to the amount of retirements and leavers from the Force, the recruitment of Cohort 41, which was postponed in February 2015, will now proceed, which allows us to boost frontline policing.

Further recruitment is also planned for January 2017 where we will build on the success of our previous Positive Action initiatives, continuing our commitment to providing a workforce that represents the diverse communities that we serve.

- 10.5 The Thematic Command structure is embedded enabling operational effectiveness and better focus of our resources on reducing threat, risk and harm.

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## Appendix 1

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

PROUD embodies everything we stand for as an organisation.

**P**rofessional

**R**espect for all

**O**ne Team

**U**tmost integrity, trust and honesty

**D**oing it differently

|                           |  |
|---------------------------|--|
| <b>For Information</b>    |  |
| <b>Public/Non Public*</b> | <b>Public</b>  |
| <b>Report to:</b>         | <b>Strategic Resources and Performance Meeting</b>         |
| <b>Date of Meeting:</b>   | <b>13<sup>th</sup> September 2016</b>                      |
| <b>Report of:</b>         | <b>Katie Ethlestone</b>                                    |
| <b>Report Author:</b>     | <b>Head of Digital, Marketing and Engagement</b>           |
| <b>E-mail:</b>            | <b>katie.ethelstone10979@nottinghamshire.pnn.police.uk</b> |
| <b>Other Contacts:</b>    | <b>Donna Jordan</b>  |
| <b>Agenda Item:</b>       | <b>5</b>   |

## Engagement monitoring and evaluation

### 1. Purpose of the Report

- 1.1 To inform the Police and Crime Commissioner (PCC) of the force's new strategy, *Engaging with the people we serve*, which sets out the current engagement landscape and how the Chief Constable will continue to discharge her statutory duty under Section 34 of the Police Reform and Social Responsibility Act 2011.
- 1.2 To inform the PCC of how this strategy will be monitored quarterly and evaluated annually, including the indicators that will be used to measure success.

### 2. Recommendations

- 2.1 For the PCC to note the content of the *Engaging with the people we serve* strategy.
- 2.2 For the PCC to note the content of the associated Monitoring and Engagement Plan.

### 3. Reasons for Recommendations

- 3.1 To ensure the PCC is informed on how the Chief Constable is discharging the responsibility under the 2011 Act.
- 3.2 To ensure the PCC is informed on how performance in relation to engagement will now be monitored and evaluated.

|                                 |
|---------------------------------|
| <b>4. Summary of Key Points</b> |
|---------------------------------|

- 4.1 The new strategy, *Engaging with the people we serve*, sets out some specific aims, which will be evaluated annually:
- public confidence should continue on an upward trajectory (remaining in line with the England and Wales average at around 70%)
  - the proportion of residents feeling that the police treat people fairly should move towards the national average (from 61% to 66%)
  - the proportion believing that the police are doing a good/excellent job should move towards the national average (from 55% to 62%)
  - victim satisfaction should exceed 90%.
- 4.2 It sets out principles which should be used to support and shape bespoke engagement plans, customer-centric business processes and all public interaction.
- 4.3 It provides a checklist of activity, covering all areas of the force, to ensure that:
- we endeavour to put the public at the heart of our policy, planning and processes
  - we provide information to the public to demonstrate transparency, so that they feel well informed and can have their say if they wish
  - we build our understanding of our neighbourhoods, capture and share this understanding, and give the public a voice in how their neighbourhood is policed
  - we maximise every opportunity to engage with victims of crime and other service users
  - our brand values and PROUD values are upheld at every interaction.
- 4.4 An important part of this is the new approach to neighbourhood policing engagement:
- This is a change from the current three-monthly 'priority setting' cycle, enabling more flexibility to identify and deal with community concerns on an ongoing basis.
  - It involves Inspectors developing their own local tailored plans to engage with communities in their area.
  - A six-monthly scrutiny panel will look at these plans, the outcomes, and potential for improvement, as well as how the plans are being communicated.
  - A more detailed process around this is currently in development by Ch Insp Phil Davies, overseen by Supt Rich Fretwell.

- 4.5 The associated Monitoring and Engagement Plan sets out what questions will be reported on in the quarterly monitoring and annual evaluation of the strategy.

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

- 5.1 No financial implications within this report.

## **6 Human Resources Implications**

- 6.1 No HR implications within this report.

## **7 Equality Implications**

- 7.1 Equality considerations are integral to the strategy. For example, the strategy aims to ensure that information is provided in accessible formats.

## **8 Risk Management**

- 8.1 No risk identified within this report.

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

- 9.1 The Engaging with the people we serve strategy supports the force/PCC objectives to deliver:

- safer communities
- improved trust and confidence in policing
- value for money policing services.

- 9.2 There are no policy implications at present.

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

- 10.1 None identified within this report.

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

- 11.1 Not applicable for this report.

## **12. Appendices**

- 12.1 Appendix A – *Engaging with the people we serve*

Appendix B – Monitoring and evaluation plan for *Engaging with the people we serve*





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PROUD TO SERVE

## **Engaging with the people we serve**

**An overarching strategy  
2016/17**

**Author:** Head of Digital, Marketing and Engagement Katie Ethelstone  
Corporate Communication  
**Date:** 28 July 2016  
**Version:** 3

## **1. Contents**

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| B – Some of the tools available for neighbourhood engagement |    |
| C – Best practice tips for engaging with young people online |    |



## **2. Purpose of this strategy**

- 2.1. This strategy is holistic in its approach, reflective of the fact that every interaction between the public and force amounts to an 'engagement'; an opportunity to build positive perceptions of policing and to enhance the relationship between the public and police.
- 2.2. It explains why positive engagement is fundamental to everything we do and sets out principles which should be used to support and shape bespoke engagement plans, customer-centric business processes and all public interaction.
- 2.3. Although it is holistic, the strategy does set out a checklist to ensure that any member of the public can easily access information and find out how to engage with the force. This checklist is not exhaustive and forms a foundation on which tailored individual or local communication and engagement activities can be built.
- 2.4. The strategy does not capture the duties or intentions of the Police and Crime Commissioner (PCC) to engage with the public, but is designed to complement their own Engagement and Community Involvement Strategy.

### **3. Background and context**

- 3.1. Nottinghamshire Police, like most forces across the country, is in a period of ongoing change driven, in part, by a very challenging financial climate. The force is working increasingly collaboratively, designing a three-force Strategic Alliance with Leicestershire and Northamptonshire forces, and is changing its operating model to enable a more fluid deployment of resources.
- 3.2. This level of change brings with it communications and engagement challenges, with some messaging becoming increasingly politicised.
- 3.3. In a national context, full emergency service collaboration and devolution remain high on the agenda, and a series of high profile incidents such as the Hillsborough inquests and the treatment of historical sexual abuse cases have given rise to questions over police legitimacy.
- 3.4. Although the subsequent media coverage of such issues will have an impact upon people's perceptions of policing in general, we know from research that it is a person's direct or indirect experiences of policing that forms the basis of their confidence. In Nottinghamshire, public confidence has been on an upward trajectory since 2010. The Crime Survey for England and Wales indicates that it is in line with the England and Wales average at around 70%.
- 3.5. However, the proportion of residents feeling that the police treat people fairly has consistently remained below the national average (61% compared to 66%), along with the proportion believing that the police are doing a good/excellent job (55% against a national average of 62%). There is still much work to do.
- 3.6. The force's current Public Engagement Strategy was published in January 2014. It advocated increased consistency in messaging across the force, more frequent and local updates to the public, and the rollout of the use of social media across all geographical communities in the county.
- 3.7. Since then, officers and staff in the force have had access to a range of communications tools via the 'Communications Cloud' and digital engagement has grown exponentially.
- 3.8. The ongoing need to deliver value for money has also shaped engagement practices, with some activities in the 2014 strategy becoming difficult to justify in the context of significant budget pressures and increasingly stretched resources. For example, with many officers reporting very few attendees at community meetings, there is a need for flexibility and to think differently in order to be both effective and efficient.

## **4. Why do we engage?**

- 4.1. It is recognised that, without the co-operation of the public, policing as we know it would cease to exist. Policing by consent in a developed democracy hinges on the support of our communities.
- 4.2. Where there is effective engagement there is public confidence in policing. This confidence helps the public to feel that we are doing our job legitimately. If the public do not feel this, they are less likely to support what we do. Thus, engaging with our communities, including those that have historically been seldom heard, is fundamental to maintain and enhance legitimacy.
- 4.3. Engaging positively with the public encourages respect for the law, fosters social responsibility and makes people more likely to help the police. Engagement therefore plays a preventative role that can not only make communities safer but also save the force time and money.
- 4.4. Thus, effective engagement supports the force priorities and Police and Crime Commissioner's objectives<sup>1</sup> to deliver:
  - safer communities
  - improved trust and confidence in policing
  - value for money policing services.
- 4.5. Evidence also shows that effective community engagement leads to an improvement in police officers' job satisfaction.
- 4.6. There are also statutory obligations to engage:
  - 4.6.1. Chief Constables have a duty to engage with their local communities. They must make arrangements for obtaining the views of people in each neighbourhood about crime and disorder, and provide such people with information about policing in that neighbourhood.<sup>2</sup>
  - 4.6.2. This requires police officers within each neighbourhood to hold regular meetings with local people, during which the public can hold the police to account on matters relating to policing in their neighbourhoods. These meetings should be supported with information about crime and antisocial behaviour in the local area and the action that the police and partners are taking to tackle it. Although this seems quite prescriptive, there are many ways in which such 'meetings' can be held.
  - 4.6.3. The equality duties<sup>3</sup> for public bodies also mean we have a responsibility to foster good relations between people who share a protected characteristic and those who do not. We also need to ensure we have an adequate evidence base for our decisions. Effective consultation with a broad representative group can assist with that.

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<sup>1</sup> As detailed in the Nottinghamshire Police and Crime Plan (refreshed) 2016-18

<sup>2</sup> Section 34 of the Police Reform and Social Responsibility Act 2011

<sup>3</sup> Equality Act 2010

4.6.4. Specifically, the force has set out equality objectives that will be supported through effective external engagement:

- *We will ensure that policing powers are used proportionately; our services are accessible to all, and crimes that disproportionately impact on protected groups are dealt with proactively.*  
Some of the ways we are doing this include engaging with the public to increase reporting of hate crime and increasing stop and search transparency.
- *We will regularly and meaningfully engage with our local and diverse communities to ensure that what we do focuses on their needs and reflects their concerns and experiences.*  
This includes maintaining strong, active Independent Advisory Groups.
- *We will increase the extent that our workforce is representative of the communities of Nottinghamshire and ensure that all staff have the opportunity to progress and develop so that this representation is reflected at all levels within our organisation.*  
This includes positive action recruitment campaigning.

## **5. The many levels of engagement**

- 5.1. Engagement takes many forms; from a conversation with an officer in the street to a force-wide crime reduction campaign. You could say that every time a member of the public sees and interacts with the force, this is engagement. Therefore, visibility issues such as branding, the appearance of officers and the layout of buildings are also very important.
- 5.2. The more traditional concept of engagement is about getting the public involved in policing through consultation. In this context, the College of Policing sets out three levels of engagement:
  - 5.2.1. Democratic mandate – this is about giving the public the opportunity to question and better understand the legitimacy of police actions, and hold the police to account for the effectiveness and quality of their services. The PCC is largely concerned with this level of engagement.
  - 5.2.2. Intermediate strategic – the public help us to shape policy, planning and critical incidents, and we gain a greater understanding of how policing may affect individuals and communities. The PCC is largely involved in this through annual consultation around the Police and Crime Plan, and through the discussion of policy at Police and Crime Panels. However, there are many things that the force itself can do to put the public at the heart of its business.
  - 5.2.3. Neighbourhood policing – this is about involving the public in the policing of their local area by seeking to understand their concerns and then shaping problem-solving activity accordingly.

## 6. What we will do

6.1. We will endeavour to put the public at the heart of our policy, planning and processes.<sup>4</sup>

| How?   | Frequency                      | Monitoring and evaluating  | Ownership, support and tools  |
|--|--------------------------------|--|---|
| We will maintain and wherever possible develop active Independent Advisory Groups who are regularly consulted to inform service improvements   | Ongoing                        | Equality, Diversity and Human Rights (EDHR) board                            | Citizens in Policing department and HR  |
| Through positive action recruitment campaigning and the citizens in policing scheme the force will become representative of the communities it serves  | Ongoing                        | EDHR board   | Citizens in Policing department and HR  |
| We will promote the <a href="#">Pegasus system</a> and use it to provide a tailored service for people who are vulnerable, or have a disability or impairment  | Ongoing                        | Contact Management monitors registration levels                              | Corporate Communication and Contact Management                                |
| The public will have the opportunity to have their say through Facebook, Twitter and Instagram   | Users engaged on a daily basis | Regular KPI reports by Corporate Communication's digital team                | Corporate Communication   |
| A community insight report will be published internally, built from various sources including social media feedback, online compliments/feedback and PCC consultation. This will be used to support public-centric decision-making | Quarterly                      | Feedback on the report gathered by Corporate Communication's engagement team | Corporate Communication's engagement team, with support from across the force |
| The public will have the opportunity to shape our digital engagement (e.g. the type/level of information published on social media) through an annual digital engagement survey  | Annual                         | Success of survey evaluated through response levels                          | Corporate Communication's digital team  |

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<sup>4</sup> This is over and above the PCC's consultation around organisational change and the Police and Crime Plan priorities.

|  |           |   |   |
|--|-----------|---|---|
| The public will be able to provide compliments and complaints online, via email, face-to-face, via letter or by phone. We will resolve complaints in a timely and proportionate way, and this will be used to drive service improvements | Ongoing   | Complaints are monitored by the Professional Standards Department (PSD) for proportionality and any signs of bias. Governance is through the PCC, with reports presented by PSD | Corporate Communication (website), Market Research (reviewing feedback), PSD (complaint management) |
| We will ensure that stop and search is lawful, necessary and proportionate and delivered with dignity and respect, with members of the public invited to scrutinise. Section 60s will be proactively publicised in advance               | Ongoing   | EDHR board  | All officers, Contact Management, Corporate Communication   |
| We will work with the OPCC's Consultation Forum to co-ordinate with partners and maximise consultation opportunities   | Quarterly |   | Corporate Communication's engagement team   |

6.2. We will provide information to the public to demonstrate transparency, so that they feel well informed and can have their say if they wish

| How?  | Frequency   | Monitoring and evaluating  | Ownership, support and tools  |
|---|---|--|---|
| We will continually increase the level of information routinely published as part of our <a href="#">publication scheme</a> on the force website and via <a href="http://www.police.uk">www.police.uk</a>                     | Ongoing   | Corporate Communication's digital team monitors web hits and trends, including the number of Freedom of Information requests which should reduce as the publication scheme expands | Corporate Communication's digital team  |
| We will ensure the force website is accessible and compliant with W3C standards, achieving the 'AAA' standard by April 2017. This includes the increased use of <a href="#">British Sign Language videos</a> and translations | Ongoing   | Independent accessibility assessments including user acceptance testing  | Corporate Communication's digital team  |
| We will routinely publish complaints data and formal findings, and public hearings will be publicised <sup>5</sup> to enable the public to attend   | Ongoing   |  | Corporate Communication and PSD   |
| We will encourage the public to sign up to Nottinghamshire Alert, via which we will inform them about crime and policing for their area or demographic group  | At least one crime update per week per neighbourhood area | Regular KPI reports by Corporate Communication's digital team  | Neighbourhood officers will be supported, with templates and guidance, by Corporate Communication |
| The latest news and information about the force will be published in a timely manner through the force website, social media and traditional media  | Daily   | Regular KPI reports by Corporate Communication's digital team  | Corporate Communication's news and channel management team  |
| Communities where a critical incident has occurred are proactively offered information, reassurance, advice and encouraged to provide information (where relevant) <sup>6</sup>   | As agreed by Gold command                                 | Neighbourhood officers monitor community tensions  | Corporate Communication provides templates to officers  |

<sup>5</sup> At the discretion of the hearing's Chair

<sup>6</sup> Such communications must be approved by Gold command (taking into consideration the community impact assessment, emergency planning procedures and community tension monitoring) and must utilise specialist/targeted engagement techniques



6.3. We will build our understanding of our neighbourhoods, capture and share this understanding, and give the public a voice in how their neighbourhood is policed

| How?  | Frequency   | Monitoring and evaluating  | Ownership, support and tools   |
|---|---|--|--|
| A neighbourhood profile for every neighbourhood area will be published internally, capturing a variety of data including demographic profiling and local knowledge  | Updated on an ad hoc basis but formally reviewed every 6 months   | Reviewed every 6 months by a scrutiny panel involving a Chief Inspector or Superintendent, Corporate Communication and, wherever possible, community members | Neighbourhood Policing Inspectors will be given access to demographic data.<br><br>Corporate Communication will also be developing a new mobile tool to provide officers with access to this data while out and about. This will enable them to input new insight while out and about, thus keeping their community profile up-to-date |
| Using the neighbourhood profile, a bespoke neighbourhood engagement plan for every neighbourhood will be compiled, published on the force website and publicised appropriately. These plans will include measures for breaking down engagement barriers (such as social exclusion, accessibility issues and concerns over privacy) and for engaging with young people | Reviewed every 6 months   | Reviewed every 6 months as part of scrutiny panel detailed above   | Neighbourhood Policing Inspectors will be supported through the scrutiny panels, where Corporate Communication will provide guidance and tools, including best practice for specific groups such as young people <sup>7</sup>  |
| As a minimum, neighbourhood officers will regularly engage with the public through a social media platform – usually in the form of a Twitter account and Facebook page per neighbourhood area – and Nottinghamshire Alert  | Daily.<br><br>Messages received via Nottinghamshire Alert or social media should receive a response within 48 hours | Reviewed every 6 months as part of scrutiny panel detailed above. These are informed by regular KPI reports by Corporate Communication's digital team        | Neighbourhood officers will be provided with policy and guidance by Corporate Communication's digital team   |

<sup>7</sup> See guidance on youth engagement at Appendix C

|   |         |   |  |
|---|---------|---|--|
| Up-to-date information about work underway to tackle community concerns will be published through social media (and automatically fed through to the relevant neighbourhood page on the force website). The public will have the opportunity to feed back or provide a personal perspective | Ongoing | Reviewed every 6 months as part of scrutiny panel detailed above  | Neighbourhood officers will be provided with policy and guidance by Corporate Communication's digital team                           |
| Forthcoming opportunities for engagement (e.g. meetings/events) will be publicised widely in the neighbourhood, including on social media (automatically fed through to the relevant neighbourhood page of the force website) and offline where appropriate                                 | Ongoing | Publicity of engagement opportunities will be reviewed every 6 months, as part of the scrutiny panel detailed above | Neighbourhood Policing Inspectors will be supported through the scrutiny panels, where Corporate Communication will provide guidance |

6.4. We will maximise every opportunity to engage with victims of crime and other service users

| How?   | Frequency | Monitoring and evaluating  | Ownership, support and tools  |
|--|-----------|--|---|
| We will provide intuitive digital services, designed around the user, so that people who report crime online can also feed back, gain crime prevention advice and track their crime seamlessly | Ongoing   | User satisfaction monitored through police.uk.<br><br>Online advice centre's effectiveness is measured through regular KPI reports of web hits and trends, and the annual digital engagement survey. | Corporate Communication, Information Services and Contact Management  |
| People who ring 101 for advice will be advised to receive further information via email, such as advice on legal requirements, process and crime prevention                                    | Ongoing   | Regular KPI reports of web hits and trends   | Corporate Communication and Contact Management  |
| We will continue to work to gain the trust and confidence of victims of hate crime, and encourage them to come forward through awareness-raising work  | Ongoing   | Reporting rates monitored  | Corporate Communication's engagement team   |
| When victims of crime are surveyed for satisfaction, they will be offered further information/advice via email and encouraged to stay in touch through Nottinghamshire Alert                   | Ongoing   | Corporate Communication's digital team monitors use of the website email link and Nottinghamshire Alert sign-ups   | Corporate Communication and Market Research   |
| Victims of crime will, at initial contact, be provided with advice and information about what they can expect – either online or face to face  | Ongoing   | Corporate Communication's digital team monitors use of the website email link<br><br>Corporate Communication's engagement team monitors number of leaflets used                                      | Corporate Communication, Contact Management and attending officers<br><br>Officers provided with A5 victim information booklets (available to order on the Communications Cloud)<br><br>Contact Management to use email link from <a href="#">victim information on website</a> |

|  |              |  |   |
|--|--------------|--|---|
| Witnesses or victims who have shown great bravery, and others who have supported the work of the force, will be recognised and engaged with face-to-face through the force's awards scheme | Annual event | Corporate Communication's engagement team gathers feedback following the event | Corporate Communication's engagement team |
|--|--------------|--|---|

6.5. We will ensure our brand values and PROUD values are upheld at every interaction

| How?  | Frequency | Monitoring and evaluating  | Ownership, support and tools   |
|---|-----------|--|--|
| We will ensure our brand is reflected positively at all times internally, externally, with partners and with sponsors, and that our physical branding is accessible | Ongoing   | Corporate Communication are responsible for ongoing brand guardianship | <p>Corporate Communication will refresh, publicise internally and rigorously apply our brand guidelines.</p> <p>Quick-reference brand guidelines, templates and guidance are provided by Corporate Communication's engagement team and the <a href="#">Communications Cloud</a></p> <p>It is every member of the force's responsibility to protect the reputation of the force</p> |
| We will reinvigorate our PROUD values internally, ensuring they and the national Code of Ethics are fully understood and embedded into everyday behaviour           | Ongoing   | Mystery shopper activity   | Every member of the force  |

## **7. How we will do it – our overarching principles**

7.1. Effective engagement is about getting it right at every interaction with the public. This is why the force has set overarching principles that can inform engagement at every level. These principles should be used to support and shape bespoke engagement plans, customer-centric business processes and all public interaction. They are in line with the PCC's engagement principles.

- PROUD<sup>8</sup> at every interaction
- Proactive and responsive – we will always seek to engage *and* respond
- Tailored to the individual's need, avoiding assumptions about individuals or groups
- Open and honest
- Clear, concise and easily understood
- Value for money
- Innovative – where required, embracing new technologies
- Collaborative and joined up

## **8. Measuring the success of this strategy**

8.1. Successful engagement looks different in different circumstances – each commitment in our checklist has its own aims and evaluation method. Keeping a victim informed and being clear about the service that can be expected, for example, will increase customer satisfaction. A behaviour change campaign, if it engages the community effectively, may increase reporting or reduce a certain type of crime.

8.2. However, there are some specific aims:

- public confidence should continue on an upward trajectory (remaining in line with the England and Wales average at around 70%)
- the proportion of residents feeling that the police treat people fairly should move towards the national average (from 61% to 66%)
- the proportion believing that the police are doing a good/excellent job should move towards the national average (from 55% to 62%)
- victim satisfaction should exceed 90%

8.3. Within the force's equality objectives there are also specific measures of success, including a 90% minimum satisfaction rating from protected characteristic groups.

8.4. More broadly, the success of the force's whole approach to engaging with the public will be measured against the force/PCC objectives:

- safer communities
- improved trust and confidence in policing
- value for money policing services

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<sup>8</sup> The force's PROUD values are Professional, Respect for all, One team, Utmost integrity and Doing it differently.

## 9. Governance

- 9.1. Because of the holistic nature of the strategy, performance is monitored through a number of routes. For example, specific engagement activity with minority groups is governed through the Equality, Diversity and Human Rights board. This strategy itself is governed by the Force Executive Board.
- 9.2. The Head of Digital, Marketing and Engagement is responsible for reviewing this strategy on an annual basis.

## 10. Appendices

### A. Interdependent strategies

- Neighbourhood policing engagement strategy
- Nottinghamshire Police and Crime Commissioner's Consultation, engagement and Community Involvement Strategy 2016-2020

### B. Some of the tools available for neighbourhood engagement

#### Face-to-face:

- Taking part in local events – promotional materials and equipment such as a marquee are available by emailing the 'public engagement' mailbox
- Meetings – these are best when hosted by community volunteers or are existing meetings (such as Tenants and Residents Associations). Guidance and materials are available by emailing 'public engagement'
- Coffee mornings – why not partner with your local coffee house? Speak to the engagement team to find out more about potential sponsorship arrangements
- Communications Cloud templates are available for promoting where and when

#### Digital channels:

- Facebook – the Nottinghamshire Police page has a following of predominantly women aged 25-34
- Twitter – the Nottinghamshire Police account has a more balanced male/female following, but the majority of those we engage here are men
- Instagram – a younger demographic
- Nottinghamshire Alert – a slightly older demographic, with very few followers using social media as well
- Online forums – run by the community, often on a voluntary basis
- Local news websites – many have comments sections

#### Capturing insight:

- Mobile community insight platform is in development with a commercial partner, which will enable 'over the fence' engagement to be captured and accessed in real time

### C. Best practice tips for engaging with young people online

|  |   |   |  |   |  |
|--|---|---|--|---|--|
| Agencies must be open and honest   | There must be a two-way professional dialogue   | Feedback should be encouraged   | Communication should be relevant and interesting                                   | Feedback comments should be answered swiftly  | Do not assume equality of digital access; traditional methods of engagement should be retained |
| Common sense & professional judgement should be used by agencies   | Citizen run websites can enhance 'neighbourliness', efficacy, cohesion, participation and positive attitude toward policing | Young people like to be informed  | The use of pictures and imagery is important                                       | Content should be timely and focused on the 'here & now' and on local relevant issues           | Engagement should not be formal, it should be flexible and bespoke                             |
| Content must be interesting  | Accredited community Reporting should be used to promote police related information   | Social media is a good way to engage the engaged but traditional methods should be retained for the dos-engaged | Engagement must be well publicized   | Engagement must be easily accessible  | Engagement must be entertaining  |
| News feed algorithms are a good way to ensure young people get the right information at the right time             | Policing must strive to generate a 'dynamic and pleasurable state' in their users in order to facilitate full engagement    | Engagement must be meaningful and therefore young people should be involved in the design of online engagement  | Policing must seek to 'inform, educate or/and entertain'                           | Online perception of information quality, enjoyment and interactivity influence user engagement | Long-term commitment to providing quality user content.  |
| Information should promote personal safety   | Information should be linked to the local community   | The provision of crime related information is a good way to secure curiosity / interest                         | Information should explain the consequences of behaviour                           | Information should promote police contact information-how/why/where to report                   | Information should facilitate social control through procedural justice                        |
| Usability and ease of access are important considerations for young people when accessing digital and social media | Messaging must be bespoke and age relevant- try to avoid treating young people as one homogenous group                      | Ensure messages do not raise fear of crime  | Make full use of colours that maximize impact but doesn't detract from the message | Convenience and speed of contact are important engagement criteria                              | Quid Pro Quo engagement is key encouraging participation in young people                       |
| Face to face direct contact is best for passing information to the police  | Highlight group benefits to enhance community participation.  | The school environment is a good place to engage young people   | Digital and social media is a good way to pass information to the young people     | Where relevant, anonymity and confidentiality in reporting to the police is essential           |  |

Compiled in 2016 through best practice research and feedback from young people in Nottinghamshire





NOTTINGHAMSHIRE  
**POLICE**  
PROUD TO SERVE

## **Monitoring and Evaluation Plan for *Engaging with the people we serve 2016/17***

**Author:** Head of Digital, Marketing and Engagement Katie Ethelstone  
Corporate Communication  
**Date:** 14 July 2016

## Monitoring our direction of travel

Direction of travel reports will be provided to Force Executive Board on a quarterly basis – in October 2016, January 2017 and April 2017.

These will ask the following questions (not exhaustive):

|   | <b>Feedback provided by....</b>                                  |
|---|--|
| Has the new strategy been effectively communicated?   | Katie Ethelstone, Corporate Communication                        |
| What feedback do we have on the strategy so far?  | Katie Ethelstone, Corporate Communication                        |
| Are we collaborating with partners on a force-wide and local level to implement our strategy? | Ch Insp Phil Davies<br>Katie Ethelstone, Corporate Communication |
| Where are we with the creation of neighbourhood profiles and bespoke engagement plans?        | Ch Insp Phil Davies  |
| Have we become aware of any blockages or issues in the delivery of the minimum offer?         | Katie Ethelstone, Corporate Communication                        |

## Evaluating our strategy

The success of the overarching strategy will be evaluated against its aims on an annual basis (in July 2017).

This report will ask the following questions:

### ***1) Are we putting the public at the heart of our policy, planning and processes?***

|   | <b>Data provided by....</b>  |
|---|--|
| Do we have strong Independent Advisory Groups that are regularly consulted?                             | Ch Insp Richard Stapleford, Citizens in Policing Department        |
| How representative of the community is our force?   | Ch Insp Richard Stapleford, Citizens in Policing Department        |
| Is our Pegasus membership growing?  | Sophie Barker, Contact Management                                  |
| Is our digital engagement growing (in both reach and engagement levels)?                                | Katie Ethelstone, Corporate Communication                          |
| Are we distributing a community insight report internally to use in our decision-making?                | Katie Ethelstone, Corporate Communication                          |
| Are the public shaping our digital engagement through an annual survey?                                 | Katie Ethelstone, Corporate Communication                          |
| Can the public feed back on the service they receive via email, website, phone, face-to-face or letter? | Jackie Alexander, Professional Standards                           |
| Are we resolving complaints in a timely and proportionate way?  | Jackie Alexander, Professional Standards                           |
| Do we use feedback to drive service improvements?   | Jackie Alexander, Professional Standards                           |
| Are members of the public scrutinising the stop and search process, and is this feedback being used?    | Paul Burrows, Contact Management<br>Sgt Bruce Clarke, Radford Road |
| Are section 60s being publicised in advance?  | Donna Jordan, Corporate Communication                              |

### ***2) Are we providing information to the public to demonstrate transparency?***

|   | <b>Data provided by....</b>               |
|---|---|
| Have we increased the level of information routinely published in the publication scheme and via police.uk? | Katie Ethelstone, Corporate Communication |

|  |   |
|--|---|
| Have we made the force website more accessible, moving towards the AAA standard?   | Katie Ethelstone, Corporate Communication |
| Are we routinely publishing complaints data and formal findings, and publicising public hearings (at the discretion of the hearing Chair)? | Suzie Pike, Corporate Communication       |
| Is the number of people signing up to Nottinghamshire Alert increasing?  | Katie Ethelstone, Corporate Communication |
| Are we using Nottinghamshire Alert to keep people informed, with at least one update per week?   | Katie Ethelstone, Corporate Communication |
| Are we publishing news on a daily basis?   | Suzie Pike, Corporate Communication       |
| Are we offering information, reassurance and advice in communities where a critical incident has occurred?                                 | Suzie Pike, Corporate Communication       |

**3) Are we building our understanding of our neighbourhoods, capturing and sharing this understanding, and giving communities a voice?**

|  | Data provided by....                      |
|--|---|
| Is every neighbourhood area covered by a neighbourhood profile, published internally?  | Ch Insp Phil Davies                       |
| Is every neighbourhood area covered by a bespoke engagement plan, published on the website?                                  | Ch Insp Phil Davies                       |
| Do these plans incorporate breaking down engagement barriers, such as social exclusion and accessibility?                    | Ch Insp Phil Davies                       |
| Do these plans include engaging with young people?   | Ch Insp Phil Davies                       |
| Do these plans incorporate, as a minimum, social media and Nottinghamshire Alert, and are these channels used roughly daily? | Ch Insp Phil Davies                       |
| Do people who make contact via social media and Nottinghamshire Alert receive a response within 48 hours?                    | Katie Ethelstone, Corporate Communication |
| Are the forthcoming opportunities for engagement publicised locally and online?  | Ch Insp Phil Davies                       |

**4) Are we maximising every opportunity to engage with victims of crime and other service users?**

|  | <b>Data provided by....</b>               |
|--|---|
| Are we providing intuitive digital services so that victims can also feed back, gain crime prevention advice and track their crime seamlessly? | Katie Ethelstone, Corporate Communication |
| Are we increasing the number of views and length of views on our online advice centre?   | Katie Ethelstone, Corporate Communication |
| Are we seeing more people visiting the advice centre as a result of email links sent by the control room?                                      | Katie Ethelstone, Corporate Communication |
| Are we increasing hate crime reporting?  | Paul Winter, Management Information       |
| Are victims being offered further information via email when they are surveyed?  | Paul Winter, Marketing Research           |
| Are victims of crime being provided with information about what to expect at an early point of contact?  | TBC                                       |
| Are we increasing the number of views and length of views on our victim information pages on the website?                                      | Katie Ethelstone, Corporate Communication |
| Are officers using (and thus ordering) hard copy victim information leaflets?  | Katie Ethelstone, Corporate Communication |
| Are members of the public being recognised for their contribution in our annual award ceremony?  | Katie Ethelstone, Corporate Communication |

**5) Are our brand values and PROUD values upheld at every interaction?**

|  | <b>Data provided by....</b>               |
|--|---|
| Are up-to-date brand guidelines and corporate templates readily accessible internally and with partners? | Katie Ethelstone, Corporate Communication |
| Are our brand guidelines applied consistently visually?  | Katie Ethelstone, Corporate Communication |
| Are our PROUD values and the Code of Ethics fully understood and embedded into everyday behaviour?       | TBC                                       |

**6) Overall, is our public engagement strategy moving us in the right direction?**

|  | <b>Data provided by....</b>               |
|--|---|
| Is public confidence on an upward trajectory or remaining in line with the England and Wales average (currently around 70%)?   | Paul Winter, Management Information       |
| Is the proportion of residents feeling that the police treat people fairly moving towards the national average (currently from 61% to 66%)?  | Paul Winter, Management Information       |
| Is the proportion of residents believing that the police are doing a good/excellent job moving towards the national average (currently from 55% to 62%)?   | Paul Winter, Management Information       |
| Is victim satisfaction exceeding 90%, including from protected characteristic groups?  | Paul Winter, Management Information       |
| <p>Do the majority of users responding to our annual digital survey agree that we engage in line with our overarching principles?</p> <ul style="list-style-type: none"> <li>✓ PROUD at every interaction</li> <li>✓ Proactive and responsive – we will always seek to engage <i>and</i> respond</li> <li>✓ Tailored to the individual's need, avoiding assumptions about individuals or groups</li> <li>✓ Open and honest</li> <li>✓ Clear, concise and easily understood</li> <li>✓ Value for money</li> <li>✓ Innovative – where required, embracing new technologies</li> <li>✓ Collaborative and joined up</li> </ul> | Katie Ethelstone, Corporate Communication |

|   |   |
|---|---|
| <b>For Information / Consideration / Decision</b> |   |
| <b>Public/Non Public</b>                          | <b>Public</b>                                       |
| <b>Report to:</b>                                 | <b>Strategic Resources and Performance</b>          |
| <b>Date of Meeting:</b>                           | <b>13<sup>th</sup> September 2016</b>               |
| <b>Report of:</b>                                 | <b>James Lunn</b>                                   |
| <b>Report Author:</b>                             | <b>James Lunn – HR Senior Manager</b>               |
| <b>E-mail:</b>                                    | <b>James.lunn@nottinghamshire.pnn.police.uk</b>     |
| <b>Other Contacts:</b>                            | <b>Linda Nelson – HR Partner Workforce Planning</b> |
| <b>Agenda Item:</b>                               | <b>6</b>  |

## **WORKFORCE PLANNING**

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

- 1.1 To provide an update on the police officer and police staff numbers as at 30 June 2016.

### **2. Recommendations**

- 2.1 It is recommended that the Nottinghamshire Office of the Police and Crime Commissioner note the report.

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

#### **3.1 Police Officers**

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

At 30 June 2016 the number of police officers funded by Nottinghamshire Police is 1,855.8 FTE. In addition, we have 34 FTE police officers who are externally funded through our partnership arrangements, for example, via Nottingham Community Protection. A further 40 police officers in regional posts are classed as collaboratively funded plus 9 FTE on secondment and 9.30 FTE on career break. This provides a total FTE of 1948.1 police officers.

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

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

During June 2016, we had 5.45 FTE 'other' leavers which was a higher number than anticipated.

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

Appendix 4 shows the actual strength at 30 June 2016 further broken down by substantive rank and current rank, including officers classed as externally funded and on secondment.

Table 1 - Officers in Temporary and Acting Roles (excludes secondments)

| <b>Rank</b>                           | <b>FTE</b> | <b>Variance to last month</b> |
|---------------------------------------|------------|-------------------------------|
| Acting/Temporary Chief Superintendent | 2          | -1                            |
| Acting/Temporary Superintendent       | 1          | +1                            |
| Acting/Temporary Chief Inspector      | 5          | +1                            |
| Temporary Inspector                   | 40.85      | +3                            |
| Temporary Sergeant                    | 39.8       | -                             |
|                                       | 88.65      | +4                            |

The number of officers in acting/ temporary higher rank posts has increased by 4 FTE from last month. This uplift was discussed at the recent Strategic Workforce Planning (SWP) meeting and is due to the requirement to maintain the existing staffing models. This will subsequently reduce following the implementation of the detailed thematic model and the Inspector Promotion process. In the short term, it has been agreed that future requests for Acting/Temporary promotions will go the SWP for approval.

### **3.2 Police Staff**

Appendix 2 details the force funded Police Staff numbers as at 30 June 2016.

At 30 June 2016 the number of substantive Police Staff, excluding PCSOs, is 1007.17 FTE. This is a reduction of 9.15 FTE from 31 May 2016.

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

The police staff establishment has reduced by a further 43.94 FTE from last month, which is due to the Corporate Development and Pre-crime restructures and by 73.06 FTE since 31 March 2016. Since 1 April 2015 there has been an overall reduction of 142.64 FTE.



### 3.3 PCSOs

At 30 June 2016 the number of PCSOs is 206.98 FTE. This is a reduction of 3.13 FTE from last month and 12.04 FTE since 31 March 2016.

Following the recent PCSO review, the establishment has reduced from 340 FTE to 246.7 FTE. Due to voluntary redundancies, the PCSO establishment has further reduced to 237.9 FTE.

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

- 4.1 Workforce planning is a process used to identify current and future staffing needs and development needs of the workforce to meet future requirements.
- 4.2 There are typically four stages to developing a workforce plan as follows:
- Identify the workforce requirements for the future
  - Develop a profile of the current workforce (e.g. skills, training etc.)
  - Carry out a gap analysis between current and future requirements
  - Develop an action plan to meet future requirements
- 4.3 Nottinghamshire Police has designed an operating model, via the Delivering the Future Programme, which defines the high level workforce requirements for the future. This proposes a thematic model of policing. There is a requirement to develop a detailed workforce plan by rank/grade for each thematic area, taking cognisance of the Strategic Alliance Programme.

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

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

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

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

#### **7. Equality Implications**

- 7.1 Although the recruitment of new police officers and PCSO's has been placed on hold, the force will continue to deliver positive action initiatives aimed at retention and progression and seek to encourage individuals from under-represented groups to consider opportunities to work with Nottinghamshire Police as police staff, special constables, cadets and volunteers.

## **8. Risk Management**

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

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

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

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

- 10.1 None

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

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

## **12. Appendices**

- 12.1 2016/17 Police Officer Forecast – Appendix 1
- 12.2 Performance & Insight Establishment Report – Appendix 2
- 12.3 HR Matrix detailing available resources – Appendix 3
- 12.4 Police Officer – Actual Rank Breakdown – Appendix 4

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

- 13.1 Not applicable

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

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

February 2016: 13 Leavers (6 retirements, 2 transfers, 1 dismissal, 1 medical retirement, 1 death in service, 2 resignations)

March 2016: 13 Leavers (6 retirements, 1 transfer, 3 medical retirements, 3 resignations)

April 2016: 12 Leavers (4 retirements, 2 medical retirements, 1 death in service, 5 resignations)

May 2016: 11 Leavers (2 retirements, 5 medical retirements, 1 transfer, 3 early retirements)

June 2016: 14 Leavers (8 retirements, 1 transfer, 2 medical retirements, 3 resignations)

## Appendix 2 - P&I Establishment

|                      | Police Officers        |                              |
|----------------------|------------------------|------------------------------|
|                      | Substantive Actual FTE | Externally Funded Actual FTE |
| Local Policing       |                        |                              |
| City                 | 631                    | 25                           |
| County               | 548                    | 1                            |
| Contact Management   | 42                     |                              |
|                      | <b>1,222</b>           | <b>26</b>                    |
| Specialist Services  |                        |                              |
| Crime & Intelligence | 147                    | 4                            |
| Public Protection    | 180                    |                              |
| Crime & Justice      | 56                     |                              |
| EMOpSS               | 136                    | 1                            |
| Regional             | 73                     | 43                           |
|                      | <b>591</b>             | <b>48</b>                    |
| Command              | 3                      |                              |
| Corporate Services   | 40                     |                              |
|                      | <b>1,856</b>           | <b>74</b>                    |

| Police Staff           |                        |                           |                              |
|------------------------|------------------------|---------------------------|------------------------------|
| Substantive Actual FTE | Budgeted Establishment | Variance to Establishment | Externally Funded Actual FTE |
|                        |                        |                           |                              |
| 117                    | 146                    | (29)                      |                              |
| 157                    | 174                    | (17)                      | 42                           |
| 260                    | 285                    | (25)                      |                              |
| <b>534</b>             | <b>604</b>             | <b>(71)</b>               | <b>42</b>                    |
| 151                    | 169                    | (18)                      | 1                            |
| 37                     | 36                     | 1                         |                              |
| 175                    | 207                    | (32)                      | 1                            |
| 18                     | 19                     | (2)                       |                              |
| 26                     | 29                     | (3)                       | 2                            |
| <b>407</b>             | <b>460</b>             | <b>(53)</b>               | <b>4</b>                     |
|                        |                        | -                         |                              |
| 273                    | 315                    | (41)                      | 15                           |
| <b>1,214</b>           | <b>1,379</b>           | <b>(165)</b>              | <b>61</b>                    |

| Total Substantive Actual FTE |
|------------------------------|
| 748                          |
| 705                          |
| 302                          |
| <b>1,756</b>                 |
| 298                          |
| 217                          |
| 231                          |
| 154                          |
| 99                           |
| <b>998</b>                   |
| 3                            |
| 313                          |
| <b>3,070</b>                 |

|                                       |               |
|---------------------------------------|---------------|
| Budgeted Establishment (30 June 2016) | <b>1,913</b>  |
| Variance to budgeted establishment    | <b>(57.2)</b> |

| PCSO (included within Staff) |            |              |               |
|------------------------------|------------|--------------|---------------|
| City                         | 85         | 103.5        | (19.0)        |
| County                       | 122        | 134.4        | (12.0)        |
|                              | <b>207</b> | <b>237.9</b> | <b>(30.9)</b> |
|                              |            |              | -             |

### Appendix 3 - HR Matrix Available Resources - Police Staff - 30 June 2016

|  | CITY   | COUNTY | CORPORATE SERVICES | CI&C   | CJ     | PP    | CM     | EMOpSS | REGION | Total Police |
|--|--------|--------|--------------------|--------|--------|-------|--------|--------|--------|--------------|
| Police Staff - Excluding PCSOs   |        |        |                    |        |        |       |        |        |        |              |
| Original Budgeted Establishment  | 45.40  | 42.16  | 364.72             | 168.61 | 211.81 | 37.81 | 286.16 | 19.29  | 29.00  | 1204.96      |
| Adjustments +/-  | -3.40  | -2.76  | -49.91             | 0.00   | -5.00  | -1.67 | -1.00  | 0.00   | 0.00   | -63.74       |
| Revised Budgeted Establishment   | 42.00  | 39.40  | 314.81             | 168.61 | 206.81 | 36.14 | 285.16 | 19.29  | 29.00  | 1141.22      |
| Actual Strength (FTE) SUBSTANTIVE POST excluding External Funding, Secondments AND Career Breaks @ month end                       | 32.24  | 34.39  | 273.49             | 150.95 | 175.30 | 37.47 | 260.07 | 17.70  | 25.56  | 1007.17      |
| Actual Strength (FTE) CURRENT POST including temporary posts excluding External Funding, Secondments AND Career Breaks @ month end | 31.23  | 32.38  | 272.90             | 157.59 | 172.74 | 39.19 | 257.90 | 17.69  | 25.56  | 1007.18      |
| Variance from Force Funded CURRENT POST  | -10.77 | -7.02  | -41.91             | -11.02 | -34.07 | 3.05  | -27.26 | -1.60  | -3.44  | -134.04      |
| PCSOs  |        |        |                    |        |        |       |        |        |        |              |
| Original Budgeted Establishment  | 103.50 | 134.40 |                    |        |        |       |        |        |        | 237.90       |
| Adjustments +/-  | 0.00   | 0.00   |                    |        |        |       |        |        |        | 0.00         |
| Revised Budgeted Establishment   | 103.50 | 134.40 | -                  | -      | -      |       | -      | -      | -      | 237.90       |
| Actual Strength (FTE) SUBSTANTIVE POST excluding External Funding AND Career Breaks @ month end                                    | 84.55  | 122.43 |                    |        |        |       |        |        |        | 206.98       |
| Variance from Force Funded SUBSTANTIVE POST  | -18.95 | -11.97 | -                  | -      | -      |       | -      | -      | -      | -30.92       |
| MANAGEMENT INFORMATION (Based on Current Post)   |        |        |                    |        |        |       |        |        |        |              |
| Abstractions out of Force  |        |        |                    |        |        |       |        |        |        | 0.00         |
| Maternity / Adoption   |        |        | 1.81               |        | 6.69   |       | 6.16   | 0.43   |        | 15.09        |
| Restricted Duties  |        |        |                    |        | 2.00   |       | 2.00   |        |        | 4.00         |
| Recuperative Duties  |        |        | 2.00               | 1.00   | 2.00   |       | 6.17   |        |        | 11.17        |
| Suspended  |        |        |                    | 0.50   | 1.00   | 1.00  | 1.00   | 1.00   |        | 4.50         |
| Total Abstractions   | 0.00   | 0.00   | 3.81               | 1.50   | 11.69  | 1.00  | 15.33  | 1.43   | 0.00   | 34.76        |
| Total Available Resources  | 115.78 | 154.81 | 269.09             | 156.09 | 161.05 | 38.19 | 242.57 | 16.26  | 25.56  | 1179.40      |
| Temporary Agency Staff   |        | 1.00   | 33.22              | 12.00  | 3.00   |       |        |        | 2.00   | 51.22        |
| Available Resources for Deployment   | 115.78 | 155.81 | 302.31             | 168.09 | 164.05 |       | 242.57 | 16.26  | 27.56  | 1230.62      |
| Other Funding (Based on Substantive Post)  |        |        |                    |        |        |       |        |        |        |              |
| Partnership Funding Actual Strength (FTE)  |        | 42.04  | 14.60              | 1.00   | 1.00   |       |        |        |        | 58.64        |
| Collaborative Funding Actual Strength (FTE)  |        |        |                    |        |        |       |        |        | 2.00   | 2.00         |
| Secondments Actual Strength (FTE)  |        |        |                    |        |        |       |        |        |        | 0.00         |
| Career Breaks  |        |        | 3.00               | 0.61   | 0.84   | 1.00  | 1.39   |        |        | 6.84         |
| Total Substantive Police Staff   |        |        |                    |        |        |       |        |        |        | 1,281.63     |



Appendix 4 - Actual Rank Breakdown as at 30 June 2016 (substantive posts)

Force Funded Officers (excludes Career Break)

|                                | City   | County | Corporate Services | Command Team | Crime & Intelligence Command | Crime & Justice | Public Protection | EMOpSS | Contact Management | Region | Grand Total |
|--------------------------------|--------|--------|--------------------|--------------|------------------------------|-----------------|-------------------|--------|--------------------|--------|-------------|
| Chief Constable                |        |        |                    | 1.00         |                              |                 |                   |        |                    |        | 1.00        |
| Deputy Chief Constable         |        |        |                    | 2.00         |                              |                 |                   |        |                    |        | 2.00        |
| Chief Superintendent           | 1.00   | 1.00   |                    |              |                              |                 |                   | 1.00   |                    |        | 3.00        |
| Detective Chief Superintendent |        |        | 1.00               |              | 1.00                         |                 |                   |        |                    |        | 2.00        |
| Superintendent                 | 3.00   | 2.00   | 2.00               |              |                              |                 | 1.00              |        | 1.00               |        | 9.00        |
| Detective Superintendent       |        |        | 1.00               |              |                              |                 | 1.00              |        |                    |        | 2.00        |
| Chief Inspector                | 4.00   | 4.00   | 1.00               |              | 1.00                         |                 |                   | 1.00   | 1.00               |        | 12.00       |
| Detective Chief Inspector      | 2.00   | 2.00   | 2.00               |              | 2.00                         |                 | 2.00              |        |                    |        | 10.00       |
| Inspector                      | 13.00  | 12.95  | 0.37               |              | 6.00                         | 9.00            |                   | 4.00   | 5.00               |        | 50.32       |
| Detective Inspector            | 3.00   | 1.00   | 3.00               |              | 6.00                         | 1.00            | 5.00              |        | 1.00               | 2.00   | 22.00       |
| Sergeant                       | 72.65  | 75.70  | 8.65               |              | 16.80                        | 42.75           | 3.81              | 16.00  | 4.00               | 1.00   | 241.36      |
| Detective Sergeant             | 16.87  | 16.80  | 5.00               |              | 8.86                         | 1.00            | 28.03             | 2.00   |                    | 10.00  | 88.56       |
| Constable                      | 456.12 | 378.13 | 9.00               |              | 79.96                        |                 | 66.16             | 109.00 | 29.56              | 3.00   | 1130.93     |
| Detective Constable            | 59.74  | 54.63  | 6.60               |              | 25.00                        | 2.00            | 72.54             | 3.00   | 0.93               | 57.21  | 281.65      |
| Grand Total                    | 631.38 | 548.21 | 39.62              | 3.00         | 146.62                       | 55.75           | 179.54            | 136.00 | 42.49              | 73.21  | 1855.82     |

Partnership Funded Officers

|                     | City  | County | Crime & Intelligence Command | EMOpSS | Region | Grand Total |
|---------------------|-------|--------|------------------------------|--------|--------|-------------|
| Chief Inspector     | 1.00  |        |                              |        |        | 1.00        |
| Inspector           | 3.00  |        | 1.00                         |        | 1.00   | 5.00        |
| Sergeant            | 5.00  |        |                              |        |        | 5.00        |
| Detective Sergeant  |       |        |                              |        | 1.00   | 1.00        |
| Constable           | 16.00 | 1.00   | 3.00                         | 1.00   |        | 21.00       |
| Detective Constable |       |        |                              |        | 1.00   | 1.00        |
| Grand Total         | 25.00 | 1.00   | 4.00                         | 1.00   | 3.00   | 34.00       |

Collaborative Funded Officers

|                           | Region | Grand Total |
|---------------------------|--------|-------------|
| Detective Superintendent  | 3.00   | 3.00        |
| Detective Chief Inspector | 4.00   | 4.00        |
| Inspector                 | 1.00   | 1.00        |
| Detective Inspector       | 2.00   | 2.00        |
| Sergeant                  | 2.00   | 2.00        |
| Detective Sergeant        | 5.00   | 5.00        |
| Constable                 | 5.00   | 5.00        |
| Detective Constable       | 18.00  | 18.00       |
| Grand Total               | 40.00  | 40.00       |





## NOT PROTECTIVELY MARKED

|                           |   |
|---------------------------|---|
| <b>For Information</b>    |   |
| <b>Public/Non Public*</b> | <b>Public</b>   |
| <b>Report to:</b>         | <b>Strategic Resources and Performance</b>                |
| <b>Date of Meeting:</b>   | <b>13<sup>th</sup> September 2016</b>                     |
| <b>Report of:</b>         | <b>Steve Mitchel</b>                                      |
| <b>Report Author:</b>     | <b>Steve Mitchel</b>                                      |
| <b>E-mail:</b>            | <b>stephen.mitchel10911@nottinghamshire.pnn.police.uk</b> |
| <b>Other Contacts:</b>    | <b>Carol Hever</b>  |
| <b>Agenda Item:</b>       | <b>7</b>  |

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

### **Case Management position as at 30<sup>th</sup> June 2016**

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

1.1 To provide a summary of current discipline investigations, grievances, UPP and sickness absence.

#### **2. Recommendations**

2.1 To note for information.

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

3.1 Summary position of HR case management.

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

#### **Summary of grievances**

As at the end of June 2016 there were 10 formal grievances notified to HR. Table 1 below provides a summary by division / department.

Table 1 – Grievances as at end of June 2016

| <b>Division / Department</b>            | <b>Number</b> |
|---|---------------|
| Operational Policing                    | 2             |
| Investigations and Intelligence Command | 2             |
| EMCJS                                   | 1             |
| Contact Management                      | 2             |
| Enabling Services                       | 2             |
| Ex-employee                             | 1             |
| <b>Total</b>                            | <b>10</b>     |

#### **Summary of police staff discipline cases**

As at the end of June 2016 there were 14 'live' disciplinary investigations for police staff. Table 2 below provides a summary.

## NOT PROTECTIVELY MARKED

Table 2 - Discipline cases as at end June 2016

|   | Number    |
|---|-----------|
| Operational Policing                    | 3         |
| Investigations and Intelligence Command | 3         |
| EMCJS                                   | 5         |
| Contact Management                      | 1         |
| EMOpSS                                  | 1         |
| Enabling Services                       | 1         |
| <b>Total</b>                            | <b>14</b> |

Table 3 below provides a monthly breakdown during 2016/17 of 'live' discipline cases as at the end of each month.

Table 3 – Live discipline cases as at 2016/17 month end

|   | April 16  | May 16    | June 16   |
|---|-----------|-----------|-----------|
| Operational Policing                    | 4         | 2         | 3         |
| Intelligences and Investigation Command | 2         | 2         | 3         |
| EMOpSS                                  | 1         | 1         | 1         |
| Enabling Services                       | 2         | 1         | 1         |
| Contact Management                      | 3         | 1         | 1         |
| EMCJS                                   | 2         | 5         | 5         |
| <b>Total</b>                            | <b>14</b> | <b>12</b> | <b>14</b> |

### UPP

As at the end of June 2016 one individual (police staff) was being progressed through formal UPP.

### Sickness

Table 4 below summarises rolling 12 month rolling sickness data to the end of May 2016 - percentage of available hours.

Table 4 - 12 month rolling sickness data as at end of May 2016

|                                | Officers     | Police Staff |
|--------------------------------|--------------|--------------|
| City                           | 4.20%        | 5.63%        |
| County                         | 4.19%        | 3.87%        |
| Corporate Services             | 8.55%        | 3.85%        |
| Crime and Justice Regional     | 9.47%        | 6.79%        |
| Crime and Intelligence Command | 3.83%        | 4.21%        |
| Public Protection              | 7.23%        | 8.84%        |
| EMOpSS                         | 3.49%        | 0.76%        |
| Contact Management             | 13.22%       | 9.49%        |
| Regional                       | 0.94%        | 1.49%        |
| <b>Force-wide</b>              | <b>4.71%</b> | <b>5.63%</b> |

Reviewing the month of May 2016 in isolation, a breakdown by divisions/ departments is shown in table 11 below:-

## NOT PROTECTIVELY MARKED

Table 5 - Sickness for the month of May 2016.

|                                | <b>Officers</b> | <b>Police Staff</b> |
|--------------------------------|-----------------|---------------------|
| City                           | 4.11%           | 2.65%               |
| County                         | 3.48%           | 2.43%               |
| Corporate Services             | 7.51%           | 4.05%               |
| Crime and Justice Regional     | 5.31%           | 4.44%               |
| Crime and Intelligence Command | 3.40%           | 1.47%               |
| Public Protection              | 4.10%           | 4.63%               |
| EMOpSS                         | 4.41%           | 0%                  |
| Contact Management             | 9.83%           | 7.23%               |
| Regional                       | 0.19%           | 1.16%               |
| <b>Total</b>                   | <b>3.97%</b>    | <b>3.92%</b>        |

The above data represents a decrease from the monthly April data.

Some HR activities taking place on Attendance Management include:-

- holding 'surgery' / 'clinics' to support line managers on attendance management
- Attending SMT / People Meetings to review / discuss sickness
- Liaising with line management to provide advice and support at formal stage 1, 2, 3 meetings (incl. attending, and pre-meetings).
- Liaising with Leicestershire, Northamptonshire and other forces to identify if good practice in attendance management within PP, Contact Management and Custody, and identify potential further interventions.
- Providing sickness information to divisional / department SMT and second line managers e.g.
  - individuals long term sick
  - outstanding stage 1,2 or 3 formal management meetings
  - stage 1,2,3 meeting completion rates
  - sickness data

### I-Quanta sickness benchmarking

Nationally on average across all police Forces, sickness rates for officers and police staff have recorded a year on year increase since March 2014.

For Officers, the difference between the Force's absence rate and the national average was lower in March 2016 (0.2%) than in March 2014 (0.5%).

For MSG's, Nottinghamshire Police were 4<sup>th</sup> out of the eight forces for Officers, and 6<sup>th</sup> for Police Staff.

A summary of a selection reporting periods for officers and police staff, is as follows:-

**NOT PROTECTIVELY MARKED**

Table 6 - Officers

| Date       | Nottinghamshire rank | Nottinghamshire sickness rate | Average national sickness rate |
|------------|----------------------|-------------------------------|--------------------------------|
| March 2012 | 41 <sup>st</sup>     | 5.1%                          | 3.6%                           |
| March 2013 | 34 <sup>th</sup>     | 4.7%                          | 4.0%                           |
| March 2014 | 33 <sup>rd</sup>     | 4.3%                          | 3.8%                           |
| March 2015 | 17 <sup>th</sup>     | 4.0%                          | 4.1%                           |
| Sept 2015  | 19 <sup>th</sup>     | 4.3%                          | 4.2%                           |
| March 2016 | 25 <sup>th</sup>     | 4.6%                          | 4.4%                           |

Table 7 – Police Staff

| Date       | Nottinghamshire rank | Nottinghamshire Police staff sickness | Av national % staff sickness |
|------------|----------------------|---------------------------------------|------------------------------|
| March 2012 | 32 <sup>nd</sup>     | 4.3%                                  | 3.9%                         |
| March 2013 | 27 <sup>th</sup>     | 4.2%                                  | 4.0%                         |
| March 2014 | 27 <sup>th</sup>     | 3.9%                                  | 3.8%                         |
| March 2015 | 18 <sup>th</sup>     | 3.9%                                  | 4.2%                         |
| Sept 2015  | 35 <sup>th</sup>     | 4.8%                                  | 4.2%                         |
| March 2016 | 34 <sup>th</sup>     | 5.1%                                  | 4.4%                         |

|                           |  |
|---------------------------|--|
| <b>For Information</b>    |  |
| <b>Public/Non Public*</b> | <b>Public</b>                                      |
| <b>Report to:</b>         | <b>Strategic Resources and Performance Meeting</b> |
| <b>Date of Meeting:</b>   | <b>13 September 2016</b>                           |
| <b>Report of:</b>         | <b>The Chief Constable</b>                         |
| <b>Report Author:</b>     | <b>Performance &amp; Reporting Team</b>            |
| <b>E-mail:</b>            | <b>mi@nottinghamshire.pnn.police.uk</b>            |
| <b>Other Contacts:</b>    |  |
| <b>Agenda Item:</b>       | <b>08</b>  |

## Performance & Insight Report

### 1. Purpose of the Report

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

### 2. Recommendations

- 2.1 It is recommended that the contents of the attached report are noted.

### 3. Reasons for Recommendations

- 3.1 To ensure that the OPCC is aware of current performance in line with the Force priorities.

### 4. Summary of Key Points

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

### 5. Financial Implications and Budget Provision

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

### 6. Human Resources Implications

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

### 7. Equality Implications

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

## **8. Risk Management**

- 8.1 There are no risk management implications arising from this report. Performance is monitored on a daily, weekly, and monthly basis and the twice weekly VOLT meeting highlights any immediate areas on which to focus and resources are then allocated accordingly.

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

- 9.1 There are no policy implications arising from this report.

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

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

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

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

## **12. Appendices**

- 12.1 Appendix A

# Nottinghamshire Police

## Performance & Insight Report

PCC Themes One to Seven

Year-to-date 1<sup>st</sup> April 2016 – 31<sup>st</sup> July 2016

**Guidance notes:**

1. The following performance indicators are taken from the Police and Crime Commissioner's (PCC) plan 2016-18 which was refreshed and launched without input from the Nottinghamshire Police Management Information Team.
2. Summary performance information is provided in terms of trend using year-to-date comparisons of current year to previous year. In the current report the year-to-date period is 1<sup>st</sup> April 2016 to 30<sup>th</sup> June 2016 compared to the equivalent period of last year. Where information provided is for an alternative period this will be stated
3. Where a measure has a designated target, a target position will also be provided and this will be assigned a RAGB status as follows;
  - Where a measure is exceeding target (performance more than five percent better than target) a measure will be rated blue
  - For performance achieving target within five percent it is rated green
  - Measures not achieving target but within five percent are rated amber
  - Measures more than five percent away from target are rated red
4. Additional insight is included in the report in order to provide context, particularly in relation to performance exceptions.
5. Nottinghamshire Police recently moved to the Niche records management system for the management of Crime and Custody information. As a result the way that we report crime data from the system has changed. The Management Information team have rebuilt the majority of reports; however some reports are currently unavailable in the short term and this is detailed where applicable.
6. Due to a refresh of the PCC's plan, the definitions and monitoring criteria for a number of new measures remain in progress and as a result there is no information for these measures. Where this is the case this will be stated.
7. Some of the performance information in the report is refreshed quarterly. Where updated information is not available this is stated and the information from the previous report is provided.



| Strategic Priority Theme One: Protect, support and respond to victims, witnesses and vulnerable people |  |   |             |   |   |
|--|--|---|-------------|---|---|
| Measure  |  | Objective / Target  | Performance |   | Insight   |
| 1.1  | Percentage of victims of crime that are completely, very or fairly satisfied with the service they have received from the police | 90% of victims completely, very or fairly satisfied                                   | 83.4%       | ● | <p>Performance remains stable over the last year and the most recent figure of 83.4 percent, covering satisfaction for incidents reported in the 12 months to May contrasts with 85.5 percent for the same period last year.</p> <p>In terms of the aspects of satisfaction, Ease of Contact and Treatment remain high in the mid-nineties (96.8% and 94.2% respectively) for overall satisfaction; with follow up the aspect that shows the lowest level of satisfaction at 72.6%. This is a significant reduction on last year when this aspect was 77.0%.</p> <p>When looking at performance by crime type, victims of Vehicle Crime show the lowest overall satisfaction levels. Performance for both Theft of and Theft from vehicle has dropped by approximately four percentage points compared to last year.</p> <p>The Force has recently reviewed the interview questions for the Victim Satisfaction surveys and some changes have been implemented as a result of this review. The revised questions took effect last month however it will take at least three months before we will be in a position to appropriately assess whether there has been any impact on satisfaction levels.</p> <p>Nottinghamshire ranks 19<sup>th</sup> Nationally for overall satisfaction above Derbyshire, Leicestershire, Northants and Lincolnshire.</p> |
| 1.2  | Percentage of victims and witnesses satisfied with the services provided in Court  | An increase in the percentage of victims and witnesses satisfied compared to 2015-16. | 96.8%       | ● | <p><b>Current performance covers the year to March 2015.</b> Around 98% of victims and witnesses responding were satisfied or very satisfied with the services provided in Court in March. Figures for the 12 months to March show that more than nine in every ten respondents were satisfied in comparison with the 2013/14 level of 95.7% (April 2013 - March 2014).</p> <p><i>This information is taken form the Witness and Victim Experience Survey (WAVES). This survey is no longer active and therefore it is</i></p>  |

| Strategic Priority Theme One: Protect, support and respond to victims, witnesses and vulnerable people |   |  |             |   |  |
|--|---|--|-------------|---|--|
| Measure  |   | Objective / Target   | Performance |   | Insight  |
|  |   |  |             |   | <p>not possible to report on this measure.</p> <p>This section will not be completed in the next report.</p>   |
| 1.3  | Percentage of people who agree that the police and local councils are dealing with Anti-Social Behaviour and other crime issues | 60% agreement by 2016-17   | 58.4%       | ● | <p><b>Current performance covers interviews in the year to March 2016. Please note that this information is updated annually.</b> The Force is 1.6pp below the 60% target. This is a slight deterioration on the previous year's position (59.6%). The average for the Force's Most Similar Force group is 60.5% and Nottinghamshire is ranked in 5<sup>th</sup> place in this group of 8.</p> <p>In terms of similar Crime Survey for England and Wales measure, there is a marked improvement in performance for the statement "The police do a good or excellent job", with the percentage of people agreeing with statement at 58.8% compared to 54.4% in the previous year.</p> <p><sup>1</sup></p> |
| 1.4  | Percentage reduction of people that been repeat victims within the previous 12 months   | a) A reduction in the number of repeat victims <sup>2</sup> of domestic violence compared to 2015-16 | +2          | ● | <p><b>The Force definition of a repeat victim is based on the national definition. A Domestic Abuse (DA) repeat victim is a victim of a DA crime or incident in the current month who has also been a victim of one or more DA crimes or incidents at any point in the previous twelve months.</b></p> <p>Of a total of 1,313 Domestic Abuse victims in the month of July, 373 had been a victim of one or more previous domestic abuse incidents or crimes in the 12 months prior (July 2015 – June 2016).</p> <p>This compares to a baseline monthly average for the 2015/16 year</p>  |

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


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

| Strategic Priority Theme One: Protect, support and respond to victims, witnesses and vulnerable people |  |   |             |   |  |
|--|--|---|-------------|---|--|
| Measure  |  | Objective / Target  | Performance |   | Insight  |
|  |  |   |             |   | of 371 repeat victims per month, which represents an increase in July of two repeat victims or +0.5%.<br><br>As a proportion, 28.4% of DA victims in July were repeat victims. This is a reduction on the baseline monthly average for last year (34.7%).  |
|  |  | b) Monitor High Risk repeats  |             |   | Performance information for this measure is currently unavailable.   |
|  |  | c) Monitor Medium/Standard risk   |             |   | Performance information for this measure is currently unavailable.   |
|  |  | d) A reduction in the number of repeat victims of hate crime <sup>3</sup> compared to 2015-16 | +13         | ● | <b><i>The Force definition of a repeat victim is based on the national definition. A hate crime repeat victim is a victim of a hate crime or incident in the current month who has also been a victim of one or more hate crimes or incidents at any point in the previous twelve months.</i></b><br><br>Of a total of 197 hate crime victims in the month of July, 26 had been a victim of one or more previous hate crimes in the 12 months prior (July 2015 – June 2016).<br><br>This compares to a baseline monthly average for the 2015/16 year of 13 repeat victims per month, which represents an increase in July of thirteen repeat victims or +105%.<br><br>As a proportion, 13.2% of hate crime victims in July were repeat victims. This figure is slightly higher than the baseline monthly average for the previous year (10.7%) |
|  |  | e) To monitor repeat victims of ASB incidents.  | 959         |   | There were 959 victims of ASB in July 2016 who had reported a previous incident or incidents in the 12 months prior to July. This is a slight uplift on the figure for June, which was 903.  |

<sup>3</sup> The term Hate Crime in relation to repeat victims includes incidents as well as recordable crimes.

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

| Measure |   | Objective / Target  | Performance                 | Insight  |
|---------|---|---|-----------------------------|--|
|         |   | f) To monitor the number of domestic abuse incidents and crimes and the proportion of which are repeats | 4,100 crimes and incidents  | <p>The Force recorded 1,343 domestic abuse crimes and incidents in July 2016. Monthly totals have been increasing month on month since May, with an increase of 19% into June and a further increase of 25% into July. Earlier in the year it was reported that monthly totals were lower than expected based on previous performance, however the recent upward trend allows confidence that performance has returned to expected bounds.</p> <p>The review of the Domestic Abuse recording process is now complete and a number of changes have been implemented as a result. The effect of these changes is immediately apparent in the July recorded total.</p> <p>Year-to-date the Force has recorded a total of 4,100 crimes and incidents.</p>  |
|         |   |   | Proportion that are repeats | Please see measure 1.4a (above)  |
| 1.5     | Public confidence in reporting offences to the police | a) To monitor the number of Sexual Offences as a whole  | 598 offences                | <p>The Force has recorded 598 sexual offences in the current year-to-date period. This represents a 21.2% reduction on the previous year (161 fewer offences). Rape offences have seen a reduction of 31.8% (92 offences) over the same period, while other sexual offences reduced by 14.7%.</p> <p>As reported last month, current performance in Nottinghamshire is in line with a change in trend nationally, with the majority of England and Wales forces experiencing a slowdown in trend for recorded sexual offences. In addition, the reduction in offences noted in the year-to-date picture is a reflection of the high baseline period that current performance is being compared to. When looking at a longer-term 12 month rolling picture a smaller reduction is seen and the trend appears more stable.</p> |

| Strategic Priority Theme One: Protect, support and respond to victims, witnesses and vulnerable people |  |   |                             |   |   |
|--|--|---|-----------------------------|---|---|
| Measure  |  | Objective / Target  | Performance                 |   | Insight   |
|  |  | b) To monitor satisfaction levels of victims of Domestic Abuse through the force victim surveys | 89.2%                       |   | Results of the Domestic Abuse Victim Satisfaction Survey for incidents reported in the 12-months to the end of May 2016 demonstrate that around nine in every ten victims of domestic abuse are satisfied with the whole experience (89.2 percent, 454 out of 509 respondents). Performance is stable over the last year (for incidents reported in the 12-months to April 2015 the rate was 90.0 percent). |
|  |  | c) To monitor the number of Hate Crimes and the proportion of which are repeats                 | 293 hate crimes             |   | There have been a total of 293 hate crimes this year. Over the same time period the Force has recorded 272 Hate Incidents, meaning that the overall total for the current year stands at 565 hate crimes.<br><br>The Force continues to monitor hate crime reports related to the EU referendum result.   |
|  |  |   | Proportion that are repeats |   | Performance information for this measure is currently unavailable. Legacy data has now been transferred to the Niche system but the process for identifying and monitoring repeat victims in Niche is under development.  |
| 1.6  | The number of people Killed or Seriously Injured (KSIs) on Nottinghamshire's roads | a) 40% reduction in all KSI RTCs by 2020 (from 2005-09 average)                                 | -31.6%                      |  | <b>Information as per the previous report (data is published quarterly).</b><br><br>Data for the period 1 <sup>st</sup> January 2016 – 31 <sup>st</sup> March 2016 reveals a continued downward trend in the number of persons Killed or Seriously Injured (KSIs) on Nottinghamshire's roads, with a 31.6% reduction (52 fewer persons) compared to the 2005-2009 baseline period.                          |
|  |  | b) Monitor KSIs for 0-15 year olds  | -51.4%                      |   | The only user group to see an increase in the current figures is the pedal cyclist group, with an increase of 23.5%.<br><br>KSIs in the 0-15 age group continue to reduce.<br><br>Our Road Safety partners are committed to providing the first two   |

| Strategic Priority Theme One: Protect, support and respond to victims, witnesses and vulnerable people |   |  |             |                        |   |
|--|---|--|-------------|------------------------|---|
| Measure  |   | Objective / Target   | Performance |                        | Insight   |
|  |   |  |             |                        | <p>‘E’s’ of Road Casualty reduction work, Education and Engineering and appreciate any activity that helps deliver the 3<sup>rd</sup> ‘E’, <b><u>enforcement</u></b>.</p> <p>To that end, I asked each highway authority (we have 3, City, County and Highways England) to identify that ‘F4 Hot Spots’ where non-compliance to F4 offences ( speed, seatbelts, impaired driving and mobile phone use) has contributed to injury collisions occurring on their strategic trunk and ‘A’ road network where volumes of traffic and speed limits are highest.</p> <p>From the list of roads provided, we have funded a F4 enforcement project using EMOpss officers who are trained to the appropriate level and have the necessary equipment to carry out stops on fast roads during June, July &amp; August. Not on the scale of Op Drossometre, more targeted and tightly controlled both from a funds and outcome prospective.</p> <p>A mixture of highly visual &amp; covert Police activity has taken place across the strategic roads of Nottinghamshire Police and this has resulted in 211 TORS issued, mainly for excess speed above 90mph (top speed 110mph a young driver just passed his test!) and one arrest.</p> <p>The project finishes at the end of August and I will be doing an evaluation to measure public perception &amp; reassurance, outcomes, officer observations and partnership support to determine future activity.</p> |
| 1.7  | The number of non-crime related mental health patients detained in custody suites | A reduction in the number of non-crime related mental health patients detained in custody suites | -80.0%      | <div><div></div></div> | <p><b><i>Information as per the previous report. East Midlands Criminal Justice Service (EMCJS) are awaiting data on the number of section 136 suites from the National Health Service.</i></b></p> <p>One person has been presented to custody as a first place of safety this year. This compares to a total of five in the same period of last</p>   |

| Strategic Priority Theme One: Protect, support and respond to victims, witnesses and vulnerable people |  |   |   |  |  |
|--|--|---|---|--|--|
| Measure  |  | Objective / Target  | Performance                                       |  | Insight  |
|  |  |   |   |  | year. During the same period of this year, a total of 65 people were taken to the section 136 mental health suite.   |
| 1.8  | The number of children detained in police custody overnight              | A reduction in the number of children detained in police custody overnight <sup>4</sup> compared to 2015-16   | 26 detainees                                      |  | There were 447 juvenile arrivals at Nottinghamshire custody suites in quarter one of 2016 (April 2016 – June 2016). Of these, 26 were remanded into custody, with the majority of these (21 total) aged 16 or 17 years. Five juveniles remanded in quarter one were aged 14 or 15 years.<br><br>Source: East Midlands Criminal Justice Service (EMCJS). Data is released on a quarterly basis. To be refreshed in October 2016   |
| 1.9  | Percentage of incidents responded to within the target time <sup>5</sup> | <p>To monitor the percentage of Grade 1 and 2 incidents attended within the recommended timescale* for</p> <p>a) Rural<br/>b) Urban</p> <p><i>*The recommended timescales for grade 1 (immediate) and grade 2 (urgent) response incidents are as follows:</i></p> <ul style="list-style-type: none"><li>▪ <i>Grade 1 incidents in Urban areas within 15 minutes and Rural areas within 20 minutes; and,</i></li><li>▪ <i>Grade 2 incidents within 60 minutes.</i></li></ul> | <p>Grade 1<br/>81.4%</p> <p>Grade 2<br/>67.8%</p> |  | <p>In terms of Grade 1 incidents, the Force attended 81.6% of Urban areas and 79.7% of Rural areas within the specified times year-to-date. Whilst 67.8% of Grade 2 incidents were attended within 60 minutes.</p> <p>The long term trend for both grade 1 and grade 2 incidents remains stable. Grade 1 performance at 81.4% is unchanged from the 82.0% in the same period of last year.</p> <p>Grade 2 performance is one percentage point below last year, which is not a significant difference and performance remains within expected bounds.</p> <p>July was a high volume month for the Force for grade 1 incidents but despite this increase in demand, the average time to respond to grade 1 incidents was just over thirteen minutes.</p> <p>Performance by response hub is discussed in the Force Thematic Operational Review Meeting.</p> |

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

<sup>5</sup> Outliers have been excluded from the overall figures

| Strategic Priority Theme Two: Improve the efficiency and effectiveness of the criminal justice process |   |   |             |   |  |
|--|---|---|-------------|---|--|
| Measure  |   | Objective / Target  | Performance |   | Insight  |
| 2.1  | Percentage of Crown Court files to be submitted by the police to the Crown Prosecution Service on time and without errors | A continued improvement in the quality and timeliness of files submitted by the police to the Crown Prosecution Service |             |   | East Midlands Criminal Justice Service no longer carry out regular file quality audits, therefore it is not possible to report on this measure.<br>This entry will not be included in the next document. |
| 2.2  | Crown and Magistrates' Courts conviction rates  | To record a conviction rate in line with the national average   | CC 1.5%     | ● | The Crown Court year-to-date (June 2016) recorded a conviction rate of 80.7%, higher than the national average of 79.2% and higher than the region (80.8%).  |
|  |   |   | MC -1.1%    | ● | The Magistrates' Courts conviction rates of 83.9% are lower than the national average (85%).   |
| 2.3  | Early Guilty Plea rate for the Crown and Magistrates' Courts  | An increase in the Early Guilty Plea rate compared to 2015-16.  | CC -0.6%    | ● | The comparison against the 2015 data shows a reduction of early guilty pleas from 34.6% to 34% in the Crown Court  |
|  |   |   | MC -6.6%    | ● | The comparison against the 2015 data shows a reduction of early guilty pleas from 67.7% to 61.1% in the Magistrates Court  |
|  |   | To be better than the national average  | CC +4.5%    | ● | The Early Guilty Plea rate recorded in the Crown Court year-to-date to June 2016 was 34%, which is below the national average rate of 38.9%.   |
|  |   |   | MC +9.9%    | ● | The Magistrates' Courts Early Guilty Plea rate was 61.1% which is below the national average of 71%.   |



| Strategic Priority Theme Two: Improve the efficiency and effectiveness of the criminal justice process |   |  |             |  |   |
|--|---|--|-------------|--|---|
| Measure  |   | Objective / Target   | Performance |  | Insight   |
| 2.4  | Percentage of effective trials in the Crown and Magistrates' Courts (HMCTS Measure) | Reduce % ineffective trials due to prosecution team reasons compared to 2015-16. |             |  | <p>The effective Trial Rate in the Crown Court for the first quarter ending June 2016 was 43% which is below the national average of 50.90%</p> <p>The baseline data for 2015-2016 will be included in the next Performance and insight report</p>        |
|  |   | Achieve a year on year improvement in effective trial rates.                     |             |  | <p>The effective trial rate in the Magistrates Court for the first quarter ending June 2016 was 45.6% which is below the national average of 47.7%</p> <p>The baseline data for 2015-2016 will be included in the next Performance and insight report</p> |

**Strategic Priority Theme Three: Focus on those priority crime types and local areas that are most affected by crime and antisocial behaviour**

| Measure |   | Objective / Target                                       | Performance |   | Insight  |
|---------|---|--|-------------|---|--|
| 3.1     | Reduction in All Crime across the force | a) A reduction in All Crime compared to 2015-16.         | -8.5%       | ● | <p>The Force is currently recording an 8.5% (2,181 offences) reduction in All Crime year-to-date, compared to the same period of last year. The long term trend for All Crime is stable with monthly values around the mean and within expected bounds.</p> <p>Victim-Based crime has reduced by 8.2% (1,900 offences) while Other Crimes Against Society have reduced at a greater rate (-10.5% or 281 fewer offences)</p> <p>Both City and County partnership areas are maintaining reductions in All Crime (City; -11.9% or 1,264 offences, County; -5.3% or 779 offences)</p> <p>Work to ensure that Nottinghamshire Police is achieving 95% National Crime recording Standards is resulting in some additional crimes being recorded and as a consequence it is expected that next month's Performance and Insight report will show that the crime reduction will not be as high as this month.</p> |
|         |   | b) A reduction in Victim-Based Crime compared to 2015-16 | -8.2%       | ● | <p>Victim-Based crimes account for 89.9% of All Crime recorded by the Force this year, which is in line with the proportion recorded last year (89.7%). The overall volume of victim-based crimes has reduced by 1,900 offences compared to last year.</p> <p>A significant reduction in Violence Against the Person (VAP) offences continues to drive the overall reduction in Victim-Based Crime. The force has recorded 979 fewer VAP offences this year compared to last year. The percentage reduction for both violence with injury and violence without injury is the same (-14.6%), with this translating into a reduction of 533 offences for with injury offences and 445 offences for without injury.</p> <p>Year-to-date the Force continues to record an increase in Burglary offences (+3.1% or 94 offences); however the trend for Burglary</p>   |

**Strategic Priority Theme Three: Focus on those priority crime types and local areas that are most affected by crime and antisocial behaviour**

| Measure |  | Objective / Target  | Performance |  | Insight  |
|---------|--|---|-------------|--|--|
|         |  |   |             |  | <p>remains stable with monthly averages in line with performance in the previous year.</p> <p>In addition to the reduction in Violence Against the Person offences, reductions are recorded in a number of other offence types within victim based crime this year, including; Sexual Offences (-20.2% or 155 fewer offences), Robbery (-11.8% or 34 offences), Shoplifting (-3.0% or 83 offences) and Criminal Damage &amp; Arson (-9.7% or 361 offences).</p> <p>An increase in Vehicle Crime noted earlier in the year appears to have been resolved and performance has returned to within expected bounds.</p>  |
|         |  | c) To monitor the number of offences in those local areas which experience a high levels of crime |             |  | <p>The five areas of Nottingham City that have been identified as experiencing high levels of crimes recorded a 14.8% (401 offences) reduction in All Crime year-to-date. All five areas recorded reductions during this period, with Bulwell having the largest volume reduction (-110 offences or 15.3% ) and St Ann's the largest percentage reduction (-17.2% or 90 offences). The percentage reduction recorded over the five City areas compares to a reduction of 11.9% over the same period for the City overall.</p> <p>The equivalent areas on the County also continue to record a reduction, albeit not as strong as the reduction on the City. Year-to-date the County priority areas have recorded a 6.2% reduction in All Crime, which equates to 269 fewer offences.</p> <p>Of the nineteen priority areas on the County, the majority are recording a reduction with five having experienced an increase year-to-date (six reported last month). Kirkby East remains the area with the largest increase (+25.8% or 51 offences), which is a slight deterioration on the position reported last month. The increase in this area appears to be driven by increases in burglary non-dwelling, vehicle offences and shoplifting.</p> |

| Strategic Priority Theme Three: Focus on those priority crime types and local areas that are most affected by crime and antisocial behaviour |   |   |             |   |  |
|--|---|---|-------------|---|--|
| Measure  |   | Objective / Target  | Performance |   | Insight  |
|  |   | d) To reduce the levels of rural crime compared to 2015-16 and report on:<br>1.1. Rural<br>1.2. Urban             | -3.3%       | ● | <p>Year-to-date the Force has recorded 3,008 rural crimes, a reduction of 103 offences (3.3%) on last year. Over the same period crime in urban areas has reduced by 9.8% (2,208 offences). The rate of offences per 1,000 population in rural areas (year-to-date) is 14.104 compared to 23.211 in urban areas.</p> <p>Crime in rural towns and fringes has reduced by 3.4% (60 fewer offences) year-to-date, while crime in rural villages has reduced by 2.0% (19 fewer offences).</p> <p>Rural areas continue to record an increase in Burglary offences (+87 or +20.8%) and Vehicle offences (+92 or +27.0%), while these same offence types are reducing in Urban areas. Bassetlaw and Rushcliffe areas see the largest increases in Burglary offences (+38 and +15 respectively). The largest increase in Vehicle offences is on Newark &amp; Sherwood (+22).</p>   |
| 3.2  | Reduction in Anti-Social Behaviour (ASB) incidents across the force | A reduction in ASB incidents compared to 2015-16 and report on:<br>a) Personal<br>b) Nuisance<br>c) Environmental | +1.9%       | ● | <p>The Force has recorded an increase of 255 incidents (+1.9%) year-to-date, however this is not considered a significant change and the long term trend is stable and within expected bounds. Month-on-month volumes are increasing as expected over the summer months.</p> <p>There is some disparity between performance on the City and the County in terms of year-to-date figures, with the County recording an increase (+9.1%) in incidents and the City a reduction (-5.2%). Examination of the trend in the long term reveals that the County increase has been impacted by lower than expected performance in the previous year, and daily figures for August show volumes reducing on the County compared to both the previous month and the equivalent period of last year.</p> <p>Environmental ASB continues to increase by the greatest amount (+201 incidents or 29.0%). ASB Personal and Nuisance are stable compared to last year (+0.6% or 12 less incidents and +0.6% or 66</p> |

| Strategic Priority Theme Three: Focus on those priority crime types and local areas that are most affected by crime and antisocial behaviour |  |   |             |   |   |
|--|--|---|-------------|---|---|
| Measure  |  | Objective / Target  | Performance |   | Insight   |
|  |  |   |             |   | <p>more incidents, respectively).</p> <p>The Force control room has recently commenced a pilot scheme, changing the way that noise incidents are dealt with. Where there is no evidence of vulnerability, targeted or repeat victimisation, the incident will be dealt with by the local Neighbourhood Policing Team and partner colleagues, rather than by Response officers. The pilot scheme will be reviewed after three months.</p>  |
| 3.3  | The detection rate (including Positive Outcomes) for Victim-Based Crimes | <p>a) An increase in the positive outcome rate for Victim-Based Crime where Threat, Harm or Risk is high e.g. serious sexual crime*.</p> <p><i>*In the absence of a recognised measure for High Threat, Harm or Risk, Nottinghamshire Police are not in a position to report on this specific target. The information provided is for all Victim-Based Crime.</i></p> | -3.5pp      | ● | <p>The Force has recorded 1,241 fewer positive outcomes for Victim-Based Crime this year compared to last. The current year-to-date positive outcome rate is at 22.7% compared to 26.2% in the same period of last year.</p> <p>Current performance for positive outcomes has been impacted by the move to the new crime recording system (as discussed in previous reports), with a process issue causing an increase in the number of offences filed incorrectly without an outcome. A programme of activity has addressed this and performance has returned to within expected bounds.</p> <p>Although it is recognised that the current rate is lower than last year, examination of all recorded outcomes reveals an increase in the proportion of offences that are filed as outcome 18 – “investigation complete, no suspect identified”, which indicates that the Force is recording an increased number of offences where there are no solvability factors from the outset. It is suggested that the increase in these types of offences may be a contributory factor in the reduction in overall positive outcome rate. This was discussed at the August Force Operational Performance Review meeting.</p> <p>Reassuringly the Force remains in line with regional peers for positive outcomes performance, with rates for charge/summons and community resolutions in line or better than the average for the group.</p> |

| Strategic Priority Theme Three: Focus on those priority crime types and local areas that are most affected by crime and antisocial behaviour |  |  |             |  |
|--|--|--|-------------|--|
| Measure  |  | Objective / Target   | Performance | Insight  |
|  |  | b) To monitor the proportion of Community Resolution disposals | 15.1%       | The Force has recorded a total of 839 community resolutions this year, which equates to 15.1% of all Positive Outcomes over the same period. |
|  |  | c) To monitor the positive outcome rate for All Crime          | 23.6%       | The positive outcome rate for All Crime is currently at 23.6% compared to 27.5% last year.   |

| Strategic Priority Theme Four: Reduce the impact of drugs and alcohol on levels of crime and anti-social behaviour |   |   |   |   |
|--|---|---|---|---|
| Measure  |   | Objective / Target  | Performance                                       | Insight   |
| 4.1  | The number of Alcohol-Related Crimes                    | a) To monitor the number of crimes and ASB incidents which appear to be Alcohol-Related                 | Crime<br>1,980 (8.4%)<br><br>ASB<br>1,967 (14.1%) | The Crime Survey for England and Wales estimates that between 13 and 15% of All Crime and ASB is Alcohol-Related. The reported number of Alcohol-Related Crimes this year-to-date (according to NICL qualifiers in Niche) is 1,980, which equates to 8.4% of all recorded crime in the same period, while alcohol-related incidents account for 14.1% of all ASB. |
|  |   | b) To monitor the proportion of alcohol-related violent crime   | 1,187 (20.7%)                                     | The proportion of Alcohol-Related Violence in Nottinghamshire year-to-date is 20.7%, which is a similar proportion to that reported last month. This level is less than half that is estimated nationally, based on findings from the Crime Survey for England and Wales.   |
|  |   | c) To monitor the number of violent crimes which appear to be Alcohol-Related in the NTE                | 476 crimes  | There have been 476 Night-Time Economy VAP offences flagged on Niche as being alcohol-related this year, which accounts for 66.1% of all Night-Time Economy VAP.  |
| 4.2  | Reoffending of drug-fuelled offenders in the IOM cohort | To monitor the number and seriousness of offences committed by drug-fuelled offenders in the IOM cohort |   | It is not possible to report on this measure under the current Integrated Offender Management data collection process.  |

| Strategic Priority Theme Five: Reduce the threat from organised crime |   |  |             |   |  |
|---|---|--|-------------|---|--|
| Measure   |   | Objective / Target   | Performance |   | Insight  |
| 5.1   | The number of Proceeds of Crime Act (POCA) confiscation and forfeiture orders | a) A 10% increase in the number of orders compared to 2015-16          | -3.7pp      | ● | <p><b>Information as per the previous report.</b></p> <p>The Force recorded 4 additional Confiscation and Forfeiture Orders year-to-date compared to last year, this equates to an increase of 6.3%, placing the Force 3.7 percentage points below target.</p> <p>Performance information for the value of orders is currently unavailable. Additional information will be provided in the September report.</p>   |
|   |   | b) A 10% increase in the total value of all orders compared to 2015-16 |             |   |  |
| 5.2   | Force Threat, Harm and Risk (THR) assessment level                            | To reduce the Threat, Harm and Risk assessment below the 2015-16 level |             |   | <p><b><u>Organised Crime in Nottinghamshire: Strategic Position Statement – refreshed August 2016</u></b></p> <p>Organised Crime Groups (OCGs) continue to present one of the priority external threats to policing in Nottinghamshire. OCGs have a direct and indirect involvement in a wide range of serious criminality including Drug Supply, Fraud, Violence, the Criminal Use of Firearms, Modern Slavery, Sexual Exploitation and Organised Acquisitive Crime. Foreign National OCGs are becoming more evident. The criminal activities of OCGs impact upon confidence and satisfaction, community cohesion and police and partner endeavours to reduce crime and keep people safe from the risk of harm.</p> <p>In terms of the managing the threat posed by OCGs, each active group is assigned a Lead Responsible Police Officer and has a specific management plan aimed at mitigating or removing the threat. In accordance with National Intelligence Model guidelines, scrutiny and resourcing considerations are addressed via the Force's Tasking and Coordination process, to ensure a proportionate police and partner response.</p> <p><b>In terms of criminal intent and capability, the current known threat from Organised Crime in Nottinghamshire remains high. Identifying and assessing the unknown threat from Organised Crime remains a significant challenge.</b></p> |

| Strategic Priority Theme Five: Reduce the threat from organised crime |                            |  |              |   |
|---|----------------------------|--|--------------|---|
| Measure   |                            | Objective / Target   | Performance  | Insight   |
|   |                            |  |              | <b>This section will not be updated in the next monthly report.</b>   |
| 5.6   | Reported drug offences     | To monitor the number of production and supply drug offences | 252 offences | <p>There have been a total of 252 production and supply drug offences this year, which is a reduction of 53 offences when compared to last year (a reduction of 17.4%). The number of supply offences reduced by 48 offences, while production offences were similar to the previous year with five fewer.</p> <p>New psychoactive drug offences have been recordable from May 26<sup>th</sup> 2016. It is still not known at this stage if this will cause a significant increase in recording. The forensic work required to establish an offence is very time-consuming and therefore there will be a delay in any offences of this type showing in the crime figures.</p> <p>The Force has recorded one arrest for offences under the above act in July 2016 (for supply of new psychoactive substances). This offence has subsequently been refused charge by the Crown Prosecution Service (CPS).</p> |
| 5.7   | The number of Cyber Crimes | To monitor the number of Cyber Crimes in 2016-17             |              | Performance information for this measure is currently unavailable.  |



| Strategic Priority Theme Six: Prevention, early intervention and reduction in re-offending |  |   |             |   |
|--|--|---|-------------|---|
| Measure  |  | Objective / Target  | Performance | Insight   |
| 6.1  | Reoffending of offenders in the Force IOM cohort | Monitor the number and seriousness of offences committed by offenders in the IOM cohort                 |             | Performance information for this measure is currently unavailable. Information for nominals accepted on to the cohort in the period 1 <sup>st</sup> January 2016 – 30 <sup>th</sup> September 2016 will be provided in the October report.  |
| 6.2  | Youth Offender re-offending rates                | To monitor re-offending rates and offending levels of Youth Offenders in the Youth Justice System (YJS) |             | <b>Information as per the previous report.</b><br><br>Data from both the Youth Offending Teams for City and County show that 26.9% of youth offenders (112) within the cohort have re-offended in the last 12 months, with a re-offending rate of 0.76. Nationally, the latest data to 2011/12 shows an average re-offending rate of 35.5%  |
| 6.3  | Community Resolutions for Youth Offenders        | To monitor re-offending in Youth Offenders who have received a Community Resolution disposal            | 40          | <b>Please note: the method use to report on this measure has been changed, therefore comparison to previously reported figures is not recommended.</b><br><br>Based on the date detected, in the current year-to-date period 40 positive outcomes have been issued to youth offenders who had previously received a community resolution in 2015-16. This information is based on the offenders who were classed as 'youth offenders' (i.e. aged 17 or under) at the time that the original community resolution was given. |

| Strategic Priority Theme Seven: Spending your money wisely |  |   |                    |   |  |
|--|--|---|--------------------|---|--|
| Measure  |  | Objective / Target  | Performance        |   | Insight  |
| 7.1  | Make efficiency savings  | To make £12.0m saving by March 2017                                       |                    |   | <p><b>Latest position statement – August 2016.</b></p> <p>The 2016/17 efficiency target in order to achieve a balanced budget is £12.0m. Finance and the Delivering the Future (DtF) team are constantly critically reviewing all efficiency projects with the organisation to identify any possible risks or opportunities to delivering the year-end target. At present the Force is on track to deliver the £12.0m saving.</p>  |
| 7.2  | Total number of days lost to sickness                                  | a) 3.7% for officers (8.2 days)   | 4.9%<br>(Officers) | ● | <p>The latest rolling 12 month rolling (August 2015 to July 2016) sickness data for the Force has shown that officer sickness is 4.9% against the target of 3.7%. This equates to 11.1 days lost to sickness versus the target of 8.2 days.</p>  |
|  |  | b) 3.7% for staff (8.2 days)  | 5.5%<br>(Staff)    | ● | <p>For the same period, staff sickness was 5.5% against the target of 3.7%. This equates to 10.1 days lost to sickness versus the target of 8.2 days.</p> <p>These positions are similar to the figures reported last month and performance appears stable at the current time.</p>  |
| 7.3  | BME representation   | Increase BME representation within the Force to reflect the BME community | 4.5%               | ● | <p>BME headcount % is at 4.5% for Police Officers and 4.4% for Police Staff. This is below the 11.2% for Nottinghamshire resident population (2011 Census).</p> <p>The Force is not actively recruiting at the current time and this performance measure shows little change month on month. In order to allow for an assessment of trend in the longer term, this measure will be updated quarterly after the end of each performance year quarter. The next update will be given in the October 2016 report.</p> |
| 7.4  | Improve data quality and compliance with national recording standards. | Compliance rate with national recording standard in respect of All Crime. |                    |   | <p>Performance in respect of compliance with the National Crime Recording Standards is monitored internally by the Force Crime Registrar, who carries out regular audits on a representative sample of closed incidents. The results of these audits are</p>   |

| Strategic Priority Theme Seven: Spending your money wisely |   |   |             |   |
|--|---|---|-------------|---|
| Measure  |   | Objective / Target  | Performance | Insight   |
|  |   |   |             | discussed at the Force Crime and Incident Data Quality board, which meets on a quarterly basis and is chaired by the Deputy Chief Constable. A position statement for this indicator will be provided following the next meeting on the 31 <sup>st</sup> of August. |
| 7.5  | Manage Demand for Service with partners | Monitor the number of:<br>a) Total Calls received at Control Room | 55,038      | The Force received 55,038 calls to the control room in July 2016. This is above the average number of calls in the previous 12 months, although this is an anticipated seasonal increase.   |
|  |   | b)999 calls per 100k Population                                   | 1,563       | Of the calls to the control room, a total of 17,055 were 999 calls, which is in line with the 12 month average. This equates to 1,563 calls per 100,000 population.   |



|                         |   |
|-------------------------|---|
| <b>For Decision</b>     |   |
| <b>Public</b>           |   |
| <b>Report to:</b>       | <b>Strategic Resources and Performance Meeting</b>  |
| <b>Date of Meeting:</b> | <b>13 September 2016</b>                            |
| <b>Report of:</b>       | <b>Mark Kimberley Temporary Head of Finance</b>     |
| <b>Report Author:</b>   | <b>Pam Taylor Senior Financial Accountant</b>       |
| <b>E-mail:</b>          | <b>pamela.taylor@nottinghamshire.pnn.police.uk</b>  |
| <b>Other Contacts:</b>  | <b>Amanda Harlow Treasury Management Accountant</b> |
| <b>Agenda Item:</b>     | <b>9</b>  |

## **Period 3 Capital Monitoring and Forecast Report 2016-2017**

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

- 1.1 To provide information on the actual expenditure against the 2016-17 Capital Programme to the end of June 2016. The budgets presented now include slippage approved by the OPCC 21 June 2016. Information is also provided on the anticipated expenditure for the remainder of the year, and on any updates on the progress of schemes

### **2. Recommendations**

- 2.1 That the Period 3 forecast of £12.124m is approved.(Para 4.4)
- 2.2 That the variations to the programme are approved. (Para 4.5 and 4.6)

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

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

### **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 or OPCC
- 4.2 The original budget for the year was £6.933m and slippage approved to be carried forward from 2015-16 was £6.200m. Additionally two new projects costing £0.2410m have been agreed to be added to the programme. The revised budget for the year is therefore is £13.373m. The forecast at period 3 was £12.124m.

- 4.3 An indication of the financing and resultant MRP costs is also now included and summarised in the following table.

|  | <b>2016/17<br/>Forecast<br/>£m</b> |
|--|------------------------------------|
| Estates  | 5.023                              |
| IT   | 5.978                              |
| Other  | 1.123                              |
| <b>Total</b>   | <b>12.124</b>                      |
| <b>Financed by</b>   |                                    |
| Capital Grant  | 1.448                              |
| Capital Receipts   | 0.548                              |
| Capital Contributions  | 0                                  |
| Borrowing  | 10.128                             |
| <b>Total</b>   | <b>12.124</b>                      |
| <b>Additional MRP estimate generated for 2017-18 revenue</b> | <b>0.854</b>                       |

- 4.4 A summary of the position at the end of period 3 is shown in the table below

|  | <b>£m</b>     |
|--|---------------|
| Original Programme approved by the PCC               | 6.933         |
| Slippage approved to be carried forward from 2015-16 | 6.200         |
| <b>Original Approved Budget</b>                      | <b>13.133</b> |
| New projects approved by OPCC                        |               |
| Create Kirkby in Ashfield shared service hub         | 0.150         |
| Replace Digital Investigation Unit equipment         |               |
| Project slippage to 2017-18 identified               | -1.155        |
| Net underspends                                      | -0.094        |
| <b>Revised Forecast</b>                              | <b>12.124</b> |
| Spent P3   | 1.549         |
| Budget remaining                                     | 10.575        |

- 4.3 Cumulative expenditure at Period 3 on all schemes was £1.549m, which equates to less than 13% of the Revised Forecast. The cumulative expenditure is detailed by scheme in Appendix 1 and summarised in the following table:

|                       | Original Budget for Year | 2015-16 Carry Forward | Original Budget inc c'fwd | Forecast Period 3 | Actual spend to Period 3 | Budget Left   |
|-----------------------|--------------------------|-----------------------|---------------------------|-------------------|--------------------------|---------------|
|                       | £m                       | £m                    | £m                        | £m                | £m                       | £m            |
| <b>Estates</b>        | 3.120                    | 2.952                 | 6.072                     | 5.023             | 0.398                    | 4.625         |
| <b>I &amp; S</b>      | 3.495                    | 2.393                 | 5.888                     | 5.978             | 1.013                    | 4.965         |
| <b>Other</b>          | 0.318                    | 0.855                 | 1.173                     | 1.123             | 0.138                    | 0.985         |
| <b>Total Forecast</b> | <b>6.933</b>             | <b>6.200</b>          | <b>13.133</b>             | <b>12.124</b>     | <b>1.549</b>             | <b>10.575</b> |

- 4.4 There have been no virements approved between schemes in the first three months of the year.
- 4.5 There has been slippage into 2016-17 estimated on Estates projects of £1.155m.

| Scheme                             | Slippage      | Reason  |
|------------------------------------|---------------|---|
|                                    | £m            |   |
| Bridewell Refurbishment            | -0.550        | Subject to feasibility and various option consideration has caused delays. Expected to start February 2017      |
| Bunkered Fuel Tank Works           | -0.150        | Locations and provision to be reconsidered in view of Tri-Force Collaboration                                   |
| Lift replacement - Mansfield       | -0.055        | Whole project delayed until 2017-18 – not practicable to complete with the open plan work being done in 2016-17 |
| Mansfield - create open plan space | -0.400        | Options on space utilisation being considered   |
|                                    | <b>-1.155</b> |   |

- 4.6 There have been net under –spends on projects in the first three months of £0.094m.

| Scheme                            | Under (-)/<br>Over | Reason  |
|-----------------------------------|--------------------|---|
|                                   | £m                 |   |
| Bulwell Refurbishment             | -0.150             | The whole scheme discontinued pending further decisions. Any replacement scheme would require a new business case |
| Carlton - EMAS Community Station  | 0.060              | To create a small extension to the original project to create sufficient female toilet provision                  |
| Watnall Road Response Hub         | 0.040              | This extra expenditure allows heat recovery ventilation and storage space for response teams                      |
| Bassetlaw/Broxtowe ANPR provision | -0.050             | Project complete and savings made   |
| Other                             | 0.006              | Historical retention  |
|                                   | <b>-0.094</b>      |   |

## 5. Financial Implications and Budget Provision

- 5.1 The financing of the Capital Programme has a direct effect on the future year's revenue costs both in terms of MRP charge and borrowing costs. Insufficient schemes were identified as savings during scrutiny, however project managers must continue to seek savings within the prescribed criterion. The phasing of projects following the delay caused by scrutiny must now be properly assessed. The volume of expenditure currently predicted for the second half of the year seems unrealistic but will have big impacts on borrowing and cash flow decisions.

## 6. Human Resources Implications

- 6.1 None known.

## 7. Equality Implications

- 7.1 None known.

## 8. Risk Management

- 8.1 None known.



|   |
|---|
| <b>9. Policy Implications and links to the Police and Crime Plan Priorities</b> |
|---|

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

|   |
|---|
| <b>10. Changes in Legislation or other Legal Considerations</b> |
|---|

- 10.1      Not Applicable

|   |
|---|
| <b>11. Details of outcome of consultation</b> |
|---|

- 11.1      Not Applicable

|                       |
|-----------------------|
| <b>12. Appendices</b> |
|-----------------------|

- 12.1      Appendix 1 - Capital Forecast Period 3 2016-17.



|                                   |  |
|-----------------------------------|--|
| <b>For Information / Decision</b> |  |
| <b>Public/Non Public*</b>         | <b>Non Public</b>                                      |
| <b>Report to:</b>                 | <b>Strategic Resources and Performance</b>             |
| <b>Date of Meeting:</b>           | <b>13<sup>th</sup> September 2016</b>                  |
| <b>Report of:</b>                 | <b>Paul Dawkins – Director of Finance</b>              |
| <b>Report Author:</b>             | <b>David Machin</b>                                    |
| <b>E-mail:</b>                    | <b>David.Machin10991@Nottinghamshire.pnn.police.uk</b> |
| <b>Other Contacts:</b>            | <b>Mark Kimberley</b>                                  |
| <b>Agenda Item:</b>               | <b>10</b>  |

## 2016/17 Outturn Report - Quarter One Update

### 1. Purpose of the Report

- 1.1 The purpose of this report is to provide an update to the Police and Crime Commissioner on the forecast outturn position against the key financial performance headlines for Nottinghamshire Police for the year ending 31<sup>st</sup> March 2017.

### 2. Recommendations

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

| <b>Entity</b> | <b>Budget<br/>£'000</b> | <b>Forecast<br/>Outturn<br/>£'000</b> | <b>Variance<br/>£'000</b> |
|---------------|-------------------------|---------------------------------------|---------------------------|
| Force         | 185,438                 | 184,797                               | (641)                     |
| OPCC          | 4,729                   | 4,729                                 | -                         |
|               | <b>190,166</b>          | <b>189,526</b>                        | <b>(641)</b>              |

- 2.2 It is recommended that the Police and Crime Commissioner agrees the forecast position for the financial year ending March 2017 and approve the budget virements, as at the end of Quarter One.

### 3. Reasons for Recommendations

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

## 4. Summary of Key Points

### 4.1 Background

The full year net revenue budget for 2016/17 is £190,166k. This is split the Force Budget of £185,438k and Office of the Police and Crime Commissioner (OPCC) of £4,729k. The Quarter one review of revenue expenditure is forecasting an under spend in the Force budget of £641k and an on budget position within the OPCC. It is assumed that any underspends within the OPCC will be transferred to OPCC's Commissioning reserve.

This report gives consideration to the significant variances against the budget position in detail.

| Nottinghamshire Police Group Total: |                 |                    |      |                                   |      |                                    |      |                                |
|-------------------------------------|-----------------|--------------------|------|-----------------------------------|------|------------------------------------|------|--------------------------------|
|                                     | Budget<br>£'000 | Virements<br>£'000 | Note | Opportunities<br>/ Risks<br>£'000 | Note | Seconded &<br>EF Projects<br>£'000 | Note | Revised<br>Outturn<br>£'000    |
|                                     |                 |                    |      |                                   |      |                                    |      | Variance<br>to Budget<br>£'000 |
| <b>The Force:</b>                   |                 |                    |      |                                   |      |                                    |      |                                |
| <b>Pay &amp; allowances</b>         |                 |                    |      |                                   | 4.4  |                                    | 4.10 |                                |
| Police officer                      | 103,074         | -                  |      | (823)                             |      | (41)                               |      | 102,210                        |
| Staff                               | 37,814          | -                  |      | 20                                |      | (192)                              |      | 37,641                         |
| PCSO                                | 7,673           | -                  |      | (800)                             |      | 30                                 |      | 6,904                          |
|                                     | <b>148,561</b>  | <b>-</b>           |      | <b>(1,602)</b>                    |      | <b>(203)</b>                       |      | <b>146,755</b>                 |
| <b>Overtime</b>                     |                 |                    |      |                                   |      |                                    |      |                                |
| Police officer                      | 3,440           | -                  |      | (40)                              |      | -                                  |      | 3,400                          |
| Staff                               | 556             | -                  |      | -                                 |      | 15                                 |      | 570                            |
| PCSO                                | 35              | -                  |      | -                                 |      | -                                  |      | 35                             |
|                                     | <b>4,031</b>    | <b>-</b>           |      | <b>(40)</b>                       |      | <b>15</b>                          |      | <b>4,006</b>                   |
| Other employee expenses             | 929             | -                  |      | (0)                               |      | -                                  |      | 929                            |
|                                     | <b>153,521</b>  | <b>-</b>           |      | <b>(1,642)</b>                    |      | <b>(189)</b>                       |      | <b>151,690</b>                 |
| Premises costs                      | 6,027           | (109)              | 4.2  | (20)                              |      | -                                  |      | 5,898                          |
| Transport costs                     | 6,464           | -                  |      | 7                                 |      | -                                  |      | 6,471                          |
| Comms & computing                   | 7,516           | 813                | 4.3  | 165                               | 4.5  | (119)                              |      | 8,374                          |
| Clothing, uniform & laundry         | 466             | (16)               |      | (47)                              |      | -                                  |      | 404                            |
| Other supplies & services           | 1,196           | 165                | 4.2  | 789                               | 4.6  | 128                                |      | 2,277                          |
| Collaboration contributions         | 8,688           | -                  |      | 137                               | 4.7  | -                                  |      | 8,824                          |
| Medical retirements                 | 3,994           | -                  |      | -                                 |      | -                                  |      | 3,994                          |
| Capital financing                   | 4,650           | -                  |      | -                                 |      | -                                  |      | 4,650                          |
| Other                               | 5,290           | (18)               |      | 76                                |      | 534                                |      | 5,882                          |
|                                     | <b>44,290</b>   | <b>835</b>         |      | <b>1,107</b>                      |      | <b>543</b>                         |      | <b>46,775</b>                  |
| Income                              | (12,373)        | (835)              | 4.3  | (105)                             | 4.8  | (354)                              |      | (13,668)                       |
| <b>Force Total</b>                  | <b>185,438</b>  | <b>-</b>           |      | <b>(641)</b>                      |      | <b>-</b>                           |      | <b>184,797</b>                 |
| <b>OPCC</b>                         | <b>4,729</b>    | <b>-</b>           |      | <b>-</b>                          |      | <b>-</b>                           |      | <b>4,729</b>                   |
| <b>Group Outturn Total</b>          | <b>190,166</b>  | <b>-</b>           |      | <b>(641)</b>                      |      | <b>-</b>                           |      | <b>189,526</b>                 |

### Request for Virements

- 4.2 The main element of the virement within Premises costs is the transfer of the budget for intruder alarms of £159k to Other Supplies & services; and a virement for income being received from Derbyshire Police to cover premises costs for Lucerne House of £44k.

- 4.3 The main element of the virement within Comms & Computing relates to costs associated with the Agile Working Project of £792k these costs have been offset within income with funding from EMOpSS and Police Innovation Funding (PIF). The balance of the movements reflects reallocation of budgets to match where costs have actually been charged.

### **Opportunities & Risks**

- 4.4 Police officer pay forecasted outturn is a saving of £823k. This saving is in part due to changing the assumption for natural leavers which was budgeted at 2 FTE's per month to 4.5 FTE's which is in line with HR data following a review of leaver rates over recent years. Over the remaining months this generates a saving against the budget of £393k; however this is a potential risk if the leaver rate starts to reduce. It has been assumed in the forecast that those officers reaching their 30 years' service will leave. The balance is in part due to officers which have transferred to externally funded projects or become seconded; and the savings against budget for Quarter One. This saving is over and above the efficiency savings target of £9,230k included in the original budget. The forecast for 31<sup>st</sup> March 2017 is 1,840.9 FTE's core funded police officers and 1,914.9 FTE's in total (including seconded and externally funded).

Police staff and PCSO pay combined forecasted outturn is a saving of £780k. This is predominantly due to PCSO's where we have continued to see an increase in leavers, combined with savings generated due to closing 2015/16 with a lower number of FTE's than anticipated.

- 4.5 Comms & Computing outturn is forecasted to overspend by £165k against the budget mainly due to the Airwave move to ESN project costs of £299k; and Business Objects & Vision upgrades of £47k. This has been partly offset by savings on mobile phones through moving to EE from Vodafone and O2 of £194k through the Agile Working Project.
- 4.6 Other supplies & services outturn is forecasted to overspend by £789k against the budget mainly due to professional fees in EMSCU of £371k, of which £157k has been partly offset within income, see note 4.8; consultancy fees within projects of £224k; increased insurance costs of £105k; ESN project team of £90k; set-up costs for ELVIS within Contact Management of £74k which has been fully offset by an underspend on intruder alarms where we have been actively reducing and removing alarms in circulation of £76k.
- 4.7 Collaboration contributions outturn is forecasted to overspend by £137k against the budget mainly due to the charges from the MFSS for the delay in the payroll project of £114k; an unexpected 15/16 quarter four increase of £10k; and a charge from Kier for pension payroll administration of £12k.
- 4.8 Income is forecasted to increase versus the budget by £105k mainly due to £157k from EMSCU which partly offset costs in note 4.6; year to date insurance monies received of £17k; partly offset by lower income than

expected from CIC and Special Branch which reflects lower income in the first quarter.

- 4.9 The non-pay efficiencies target of £2,782k is still included within the projected outturn. Tight control of costs still needs to be maintained and all expenditure challenged to ensure the best use of resources, as if these efficiencies are not delivered then there is a risk to the year end.

### **Seconded Officers & Staff and Externally Funded Projects**

- 4.10 There has been a review of the outturn for externally funded projects and seconded officers/staff which has resulted in the transfer of some additional officers from core activities to the MOJ and regional ARIS project work; some additional costs due to contributions to the City and Council councils for various projects in relation to speed awareness; combined with the realignment of several budgets. These additional costs are not a risk to delivering the year end and are fully funded through income.

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

- 5.1 The financial information relating to this item is contained within table in note 4.1.

## **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 table in note 4.1.

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

- 9.1 There are no policy implications arising from this report.

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

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

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

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

## **12. Appendices**

12.1 N/A





|                           |  |
|---------------------------|--|
| <b>For Consideration</b>  |  |
| <b>Public/Non Public*</b> | <b>Public</b>  |
| <b>Report to:</b>         | <b>Strategic Resources &amp; Performance Meeting</b> |
| <b>Date of Meeting:</b>   | <b>13<sup>th</sup> September 2016</b>                |
| <b>Report of:</b>         | <b>Paddy Tipping Police Commissioner</b>             |
| <b>Report Author:</b>     | <b>Kevin Dennis</b>                                  |
| <b>E-mail:</b>            | <b>kevin.dennis@nottinghamshire.pnn.police.uk</b>    |
| <b>Other Contacts:</b>    | <b>Kevin Dennis</b>                                  |
| <b>Agenda Item:</b>       | <b>11</b>  |

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

### **1. PURPOSE OF THE REPORT**

- 1.1 The purpose of this report is to provide the Strategic Resources and Performance meeting with an explanation as to how the Commissioner intends to deliver his seven new pledges following his re-election in May 2016 and the consequential revision to the Strategic Framework of his Police and Crime Plan (2016-18).

### **2. RECOMMENDATIONS**

- 2.1 That the Chief Constable notes the content of the report and formally agrees to support the implementation of the strategic activities set out on the revised Strategic Framework of the Police and Crime Plan (2016-18).

### **3. REASONS FOR RECOMMENDATIONS**

- 3.1 At the PC Panel meeting on 1<sup>st</sup> February 2016, the Commissioner presented his refreshed Police and Crime Plan for 2016-18 of which the Chief Constable had been consulted and agreed upon.<sup>a</sup> During the Commissioner's campaign for re-election, he made a number of new pledges to the electorate. This report details what they are and explains how he intends to deliver them.

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

- 4.1 The Police Reform and Social Responsibility (PR&SR) Act 2011 places a statutory duty on the Commissioner to publish a Police and Crime Plan for his policing area. Section 5(1) of the PR&SR Act 2011 requires the Commissioner to 'issue a Police and Crime Plan within the financial year in which each ordinary election is held'. Section 5(6b) of this Act stipulates that before issuing or varying a police and crime plan, the Commissioner must consult with the Chief Constable.

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

- 4.2 In this respect, the Commissioner has chosen to re-issue his existing Plan previously submitted to the Panel on 1<sup>st</sup> February 2016; albeit with additional strategic activities to support his new pledges. For example, rather than refresh the Plan in its entirety, the Commissioner has chosen to refresh the Strategic Framework (activity section) of the Plan (*Appendix B pages 44 to 45 refer*) to ensure that action is undertaken to fulfil his seven new pledges.
- 4.3 The Strategic Framework lists a range of activities which support the Commissioner's seven existing strategic themes. The Commissioner intends to retain these seven themes until the Plan is next fully refreshed.
- 4.4 The Commissioner's 7 new pledges are:
1. **Neighbourhood Police Teams:** I will work with the Chief Constable to maintain neighbourhood police teams across the whole of Nottingham and Nottinghamshire.
  2. **Better Services for Victims:** I will commission even better services for the victims of crime. Domestic crimes have for too long been hidden crimes. I will continue to focus on domestic violence crimes against women and girls and I will target hate crime.
  3. **Cybercrime:** I will tackle the increased risk of cybercrime and online fraud.
  4. **Safeguarding Young People:** I will work with partners to safeguard young people both online and on our streets.
  5. **Protect Residents From Terrorism:** I will ensure that Nottinghamshire residents are best protected from terrorism. This will involve intelligence analysis and an increased armed patrol presence.
  6. **Public Inquiry - Historic Abuse:** I will keep my promise that victims of historic abuse in local children's' homes receive both support and a public inquiry.
  7. **Nottingham Citizens:** I will commit to the 10 Nottingham Citizens Hustings Asks.
- 4.5 **Appendix A** of this report 'Revised Police and Crime Plan (2016-18) - Strategic Framework' lists all strategic activities structured by the Commissioner's seven themes and includes a few revised activities (denoted by \*), some additional activities (denoted by New) and a number of new activities included to support the Commissioner's seven new pledges (denoted by PL and a number to identify the specific Pledge).
- 4.6 **Appendix B** of this report 'Strategic Activities Supporting Commissioner's 7 New Pledges' is the same as Appendix A but is structured by the Commissioner's seven new Pledges and only include activities which support the Pledges.

## Delivery Plan

- 4.7 The refreshed Strategic Framework will be program managed and subsequently reported to the Panel as and when each of the seven strategic themes are reviewed as specified in the Panel's work plan. Each strategic activity is assigned a lead officer which may be one of the Commissioner's staff, a Partner or the

Force (denoted by a C, P or F in the activity reference). Each of the seven new pledges has been assigned to a strategic lead who will take responsibility for the effective delivery of the actions.

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

5.1 Financial implications and budget provision has been highlighted in the refreshed Police and Crime Plan and a separate Budget Report 2016-17.

## **6. Human Resources Implications**

6.1 None in relation to this report.

## **7. Equality Implications**

7.1 None that are affected by this report.

## **8. Risk Management**

8.1 None in relation to this report.

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

9.1 The Strategic Framework listed as Appendix A of this report revises the Strategic Framework of the Commissioner's Police and Crime Plan (2016-18).

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

10.1 None in relation to this report.

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

11.1 Senior Managers of the Force have assisted in formulating most of the new or revised strategic activities listed in the Appendices. In addition, the DCC has been consulted on the revised Strategic Framework.

## **12. Appendices**

12.1 APPENDIX A – Revised Police and Crime Plan (2016-18) - Strategic Framework

## 12.2 APPENDIX B – Strategic Activities Supporting Commissioner’s 7 New Pledges

|   |
|---|
| <b>13. Background Papers (relevant for Strategic Resources and Performance Meeting)</b> |
|---|

- Nottinghamshire Police and Crime Plan (2016-18)

For further information please contact:

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## APPENDIX A – REVISED POLICE AND CRIME PLAN (2016-18) - STRATEGIC FRAMEWORK

**Table Key:**

| Theme   | Ref  | Revised  | Strategic Activity   |
|---|--|--|--|
| Identifies which of the 7 strategic themes the activity is supporting | The Police and Crime Plan reference i.e. lead agency<br>C: Commissioner<br>F: Force<br>P: Partners | * Denotes if the previous action has been revised in order to support new Pledge | <ul style="list-style-type: none"> <li>PL (1 to 7) denotes which of the 7 Pledges (PL) the activity is supporting. PL1 denotes Pledge 1</li> <li>New activities have been identified to support the new pledge.</li> <li>Pledge 7: Nottingham Citizen 10 Asks are sub coded.</li> <li>Only activities supporting a Pledge are denoted by PL</li> </ul> |

### Commissioner's 7 New Pledges:

- Neighbourhood Police Teams:** I will work with the Chief Constable to maintain neighbourhood police teams across the whole of Nottingham and Nottinghamshire.
- Better Services for Victims:** I will commission even better services for the victims of crime. Domestic crimes have for too long been hidden crimes. I will continue to focus on domestic violence crimes against women and girls and I will target hate crime.
- Cybercrime:** I will tackle the increased risk of cybercrime and online fraud.
- Safeguarding Young People:** I will work - with partners to safeguard young people both online and on our streets.
- Protect Residents From Terrorism:** I will ensure that Nottinghamshire residents are best protected from terrorism. This will involve intelligence analysis and an increased armed patrol presence.
- Public Inquiry - Historic Abuse:** I will keep my promise that victims of historic abuse in local children's' homes receive both support and a public inquiry.
- Nottingham Citizens:** Commit to the 10 Nottingham Citizens Asks

| 1. Protect, support and respond to victims, witnesses and vulnerable people |     |         |   |
|---|-----|---------|---|
| Theme   | Ref | Revised | Strategic Activity  |
| 1   | C01 |         | PL2: Re-commission victim services based upon the findings from the needs assessment.   |
| 1   | F03 |         | PL2: Review existing DA information sharing protocols to ensure real time information sharing.  |
| 1   | F04 |         | PL2: Develop an IT system to enable direct real time submission and sharing of DASH risk forms.   |
| 1   | F05 |         | PL2: Development of domestic abuse HR policy for staff and officers   |
| 1   | C02 | *       | *PL7.3. Continue to improve BME community experiences of policing and implementation of the 'Commissioner's research recommendations' and further improve the BME makeup of Nottinghamshire Police (i.e. from 4.3% toward 11.2%) supported by a dedicated HR Business Plan. |
| 1   | P02 |         | PL2: Establish a sexual offences task and finish group to review and improve partnership response (CDRP).   |
| 1   | P06 | *       | *PL3: Work with our partners to raise awareness in schools of personal online safety and the risks associated with sharing images online.   |
| 1   | C04 |         | PL4: Work with safeguarding partners to increase awareness and understanding of child sexual exploitation, missing children, hidden harm.   |
| 1   | F02 | *       | *PL4: Forces to ensure that a formal multi agency governance structure is in place to effectively manage CSE risk and protect vulnerable children and young persons   |
| 1   | F06 |         | PL4 - New: Force to ensure there is a mechanism to identify children's safeguarding issues and deliver  |

|   |     |   |  |
|---|-----|---|--|
|   |     |   | appropriate support in a Domestic Abuse Context  |
| 1 | F07 |   | PL4 - New: Force to ensure that principles of working together for safeguarding young people are adhered to  |
| 1 | F08 |   | PL4 - New: Force to work with Partners to ensure that there is an effectively functioning Multi - Agency Safeguarding hub                                      |
| 1 | F09 |   | PL4 - New: To ensure that all those who are likely to come into first contact with victims of FGM are appropriately trained                                    |
| 1 | F10 |   | PL4 - New: Develop an external and internal Force Media/Communications Strategy to raise awareness for safeguarding young people                               |
| 1 | F11 |   | PL4 - New: Nottinghamshire Police and Partners to conduct community engagement activities for safeguarding young people  |
| 1 | P05 | * | *PL4: Work nationally with partners to reduce the number of children detained in police custody overnight.   |
| 1 | P01 | * | *PL2: Ensure that City and County domestic violence and sexual violence services are well established.   |
| 1 | C05 |   | PL5: Support targeted engagement with new and emerging communities to improve understanding, trust and confidence.   |
| 1 | C07 |   | PL6: Ensure victims historic sexual abuse in residential care receive attention, support and protection.   |
| 1 | C08 |   | PL7.1 - New: Commit to work with & provide evidence to the Independent Sanctuary Commission?   |
| 1 | P04 | * | *PL7.2 Safeguard the mental health triage scheme which sees community nurses stationed with police officers and implement mental health concordat action plan. |
| 1 | P03 |   | PL7.9. Increase reporting of hate crime and continue to provide dedicated resources to support victims.  |
| 1 | C09 |   | PL7.10 - New: Commit to spend 1 day with Nottingham citizens in the first 3 months following election.   |
| 1 | C03 |   | Better understand and respond with partners to protect victims from human trafficking.   |
| 1 | C06 |   | Prepare for new powers and public complaints responsibility being provided to PCCs under new legislation.  |
| 1 | F01 |   | Develop local capability to provide specialist advice and support on modern slavery and organised illegal immigration.   |

## 2. Improve the efficiency, accessibility and effectiveness of the criminal justice process

| Theme | Ref | Revised | Strategic Activity   |
|-------|-----|---------|--|
| 2     | C01 |         | PL2: Continue to provide leadership to ensure partners compliance with victim's code.  |
| 2     | C02 |         | PL2: Re-commission and improve take up of restorative justice services by victims.   |
| 2     | C03 |         | PL2: Undertake regular dip samples of victims impact statement to improve quality.   |
| 2     | F01 |         | PL2: Implement domestic violence 'live' links project with CPS and Courts.   |
| 2     | F02 |         | Set up regional data quality team to support the roll out of NICHE.  |
| 2     | F03 |         | Continue to use to stop and search power in a necessary and proportionate manner; sharing data and encouraging greater scrutiny. |
| 2     | F04 |         | PL2: Improve the quality and timeliness of files submitted by the Police to the CPS.   |
| 2     | P01 |         | Undertake a review of 'community remedy' document to ensure clear pathways with Youth Offending services.                        |
| 2     | P02 |         | PL2: Work with regional partners to implement and support the criminal justice efficiency programme.                             |
| 2     | P03 |         | Define, agree and implement a new partnership integrated offender management model.  |

## 3. Focus on priority crime types and those local areas that are most affected by crime and anti-social behaviour

| Theme | Ref | Revised | Strategic Activity   |
|-------|-----|---------|--|
| 3     | C01 |         | PL1: Continue to support partnership working in high crime neighbourhoods in the City and County.                          |
| 3     | C02 |         | Review and integrate strategic assessment planning and analytical support and rationalise analytical performance products. |
| 3     | C03 |         | Support and use new technology to prevent and reduce crime – ANPR, GPS tags and mobile CCTV.                               |
| 3     | C04 |         | PL1: Work with Partners and Force to better understand and respond to wildlife crime in rural areas.                       |
| 3     | C05 |         | PL2: Continue to provide leadership to roll out E-CINS case management system.   |

|   |     |   |  |
|---|-----|---|--|
| 3 | C06 |   | Develop a robust outcome framework and guidance for commissioned services, which is a proportionate approach to evaluating outcomes for small grants.  |
| 3 | C07 |   | PL1: Review and update PCC and Force public engagement strategy, exploring the use of social media and Alert system to inform the public about changes to neighbourhood policing.                  |
| 3 | C08 |   | PL1 - New: Following the ASB and Hate event in April 2016 consider taking forward the suggestion of establishing a dedicated partnership task force to tackle the more difficult ASB issues.       |
| 3 | C09 |   | PL1 - New: Produce and ASB leaflet and Practitioner booklet to help increase knowledge of the available powers to tackle ASB and Hate Crime and upload best practice on PCC web site.              |
| 3 | C10 |   | PL7.7 - New: Commit to budget for the duration of your term in office for a communications campaign tackling misogyny & street harassment?   |
| 3 | C11 |   | PL7.9 - New: Run bespoke training for public transport providers on street harassment & misogyny?  |
| 3 | F01 |   | PL1: Implement operational control strategies for priority crime types.  |
| 3 | F02 |   | PL1: Ensure NICHE is able to continue to identify record and monitor rural crime and incidents.  |
| 3 | F03 |   | PL1: Plan, participate and deliver partnership cross-border days of action (rural crime).  |
| 3 | F04 | * | * PL7.2. Force to work closely with schools and mental health institutions to prevent harm caused by drugs and alcohol issues  |
| 3 | F05 |   | PL2: Review and support target hardening to prevent and detect crime.  |
| 3 | F06 |   | PL1: Continue to support and revitalise different integrated Neighbourhood working models'   |
| 3 | F07 |   | PL1 - New: Undertake a review of NPT with a view to establishing optimum and viable staffing levels to deliver effective Neighbourhood Policing which has regard to the best practice of Aurora 2. |
| 3 | F08 |   | PL1 - New: Increase the number of special constables and volunteers to support the work of NPTs.   |
| 3 | F09 |   | PL1 - New: Maintain a presence in local communities to maintain community engagement and accessibility.  |
| 3 | F10 |   | PL7.8 - New: Introduce a joint protocol for both universities including designating a police officer within the sexual violence team to respond to the specific needs of students?                 |

#### 4. Reduce the impact of drugs and alcohol on levels of crime and anti-social behaviour

| Theme | Ref | Revised | Strategic Activity   |
|-------|-----|---------|--|
| 4     | C01 |         | Refresh and implement a new alcohol action plan.   |
| 4     | C02 |         | Improve the awareness, understanding and response to new psychoactive substances.  |
| 4     | C03 |         | Support national work on 'Street Drinking' and help develop national guidelines.   |
| 4     | C04 |         | New: Review the Night time Levy, consider and implement options with Partners  |
| 4     | F01 |         | Reduce the demand for the supply of illegal drugs, tackling class A drug trafficking, closing crack houses and disrupt cannabis cultivation. |
| 4     | F02 |         | Continue to implement multi-faceted Partnership problem solving plans for each for the key night time economies (NTEs).                      |
| 4     | F03 |         | PL7.2. Ensure a smooth transition to NHS England of Custody Health Provision.  |
| 4     | F04 |         | Develop effective means for drugs and alcohol testing of violent crime offenders and ensure signposting for diversionary tactics.            |
| 4     | F05 |         | PL1: Ensure Neighbourhood policing teams actively manage licenced premises using the full range of powers together with Partners.            |
| 4     | P01 |         | City and Districts ensure the robust enforcement of licensing conditions for pubs and clubs causing the most concerns.                       |
| 4     | P02 |         | Investigate changing drugs profile and achieve better results for alcohol users.   |
| 4     | P03 |         | PL1: Utilise new tools and powers to ensure robust enforcement.  |

#### 5. Reduce the threat from organised crime

| Theme | Ref | Revised | Strategic Activity  |
|-------|-----|---------|---|
| 5     | C01 | *       | *PL3: Work collaboratively with established PROTECT and PREVENT programs in national, regional and local areas, deliver appropriate awareness events to ensure effective, consistent and detailed information is made available to individuals, communities and business. This will allow individuals to understand the risks, and enhance resilience to Cyber Crime. |
| 5     | C02 | *       | *PL5: The Nottingham Prevent Team to work closely with statutory partners, community contacts and Police colleagues to safeguard vulnerable people from radicalisation and to <b>prevent the spread of all forms extremist rhetoric</b> and acts of terrorism.  |

|   |     |  |  |
|---|-----|--|--|
| 5 | C03 |  | Support and provide funding to the regional unit on serious and organised crime.   |
| 5 | C04 |  | PL5 – New: The Commissioner to work with Partners and key faith leaders and institutions to explore and deliver ways in which radicalised messages can be challenged effectively.  |
| 5 | F01 |  | Publicise the identification of people convicted of serious and organised crimes and successes in seizing their assets.  |
| 5 | F02 |  | Continue to develop a range of enforcement tactics against organised crime gangs, particularly focusing on enforcement.  |
| 5 | F03 |  | Develop the Force's physical, people and cyber measures to combat organised crime.   |
| 5 | F04 |  | Improve monitoring and checking of foreign National offenders and involvement in organised crime.  |
| 5 | F05 |  | Deliver tasking co-ordination process, which involves partner agencies.  |
| 5 | F06 |  | PL5 - New: The Prevent Team to <b>promote the Prevent agenda</b> across the public, private and third sectors and <b>offer support and advice</b> in delivering the statutory duty detailed in the Counter-Terrorism and Security Act 2015.                          |
| 5 | F07 |  | PL5 - New: Work with a wide range of sectors (including education, criminal justice, faith, charities, the internet and health) in order <b>to identify and respond to risks of radicalisation</b> .   |
| 5 | F08 |  | PL5 - New: Continue to work collaboratively in local, regional, national and international structures to obtain, analyse and share intelligence to protect the public from terrorism and extremism.  |
| 5 | F09 |  | PL5 - New: The Prevent Team (PT) to continue to work alongside 'Pursue' colleagues as the overt arm of Special Branch to ensure that extensive community knowledge, contacts, cultural context and community intelligence are provided to support Pursue operations. |
| 5 | P01 |  | Funding to support activity and interventions to combat gang and youth violence.   |
| 5 | P02 |  | PL4: Ensure that the 6 new Government Ending Gang Violence & Exploitation priorities are incorporated into Partnership EGV Action Plan   |

## 6. Prevention, early intervention and reduction in reoffending

| Theme | Ref | Revised | Strategic Activity  |
|-------|-----|---------|---|
| 6     | C01 |         | PL7.2. Continue to provide mental health street triage and to be funded through mainstream resources.   |
| 6     | C02 |         | PL4: PCC to grant aid positive activities for young people most at risk of getting involved in offending not provided elsewhere.  |
| 6     | C03 |         | Support the use of GPS tags to reduce re-offending by priority offenders.   |
| 6     | C04 | *       | *Evaluate the activities of the violent crime team established to reduce knife crime  |
| 6     | C05 | *       | *Work jointly with Executive Governor of Ranby prison to deliver the new devolved model of management   |
| 6     | F01 |         | Adopt an integrated partnership to prevent demand for public, private and third sector.   |
| 6     | F02 |         | Support multi-agency public protection arrangements (MAPPA) to manage the most dangerous violent and sexual offenders.  |
| 6     | F03 | *       | *PL3: Working with law enforcement, government and industry partners, develop and utilise intelligence to update and strengthen our ability to prevent and detect offences committed by cyber criminals and organised crime groups. We will work with partners including the EMSOU, NCA, CEOP and Action Fraud to ensure enforcement activity is focussed on offenders posing the greatest risk to individuals, communities and businesses. |
| 6     | F04 | *       | *PL3: Working with Citizens in Policing, deliver a Fraud and Cyber Crime PROTECT Project to victims of crime. The project will reduce the impact of economic Cyber Crime by supporting these victims. The project will utilise the Home Office Segmentation data to provide information to enable individuals and local business to protect them from economic Cyber Crime.   |
| 6     | F05 |         | PL3 New: Work with partners including the EMSOU, NCA, Action Fraud, and CEOP to ensure the Force has the ability to keep pace with emerging patterns of Cyber Crime offending.  |
| 6     | P01 |         | PL1: Focus on those family and individuals that cause the most demand to public organisations.  |
| 6     | P02 |         | Ensure 'Preventing Demand Programme' successor is integrated with existing programmes and mainstream activities.  |
| 6     | P03 |         | PL4: Ensure all youth and youth violence is subject to safeguarding referral, assessment and appropriate interventions.   |

## 7. Spending your money wisely



| Theme | Ref | Revised | Strategic Activity   |
|-------|-----|---------|--|
| 7     | C01 |         | PL1: Provide leadership and active support for the development of a strategic alliance with Leicestershire and Northamptonshire Police.  |
| 7     | C02 |         | Ensure the Force achieves a balance budget and delivers the required efficiency savings.   |
| 7     | C03 |         | Achieve greater financial savings and improve service delivery through collaboration with other Forces and organisations.  |
| 7     | C04 |         | Produce a commissioning framework with clear outcomes, which supports social responsibility strategies.  |
| 7     | C05 |         | Submit bids to maximise funding opportunities nationally.  |
| 7     | C06 |         | Actively support and work with partners to develop a business case and develop an appropriate relationship between the future Mayor and PCC, subject to local consent.   |
| 7     | C07 |         | Work with emergency service providers to improve the efficiency and effectiveness of public services.  |
| 7     | C08 |         | PL1: Review regional governance structure to align with strategic alliance 'single operating model'  |
| 7     | C09 |         | New: The PCC supports the Committee on Standards in Public Life and will hold the Chief Constable explicitly to account for promoting ethical behaviour & embedding the College of Policing's Code of Ethics. The Force to prepare a report to the Strategic Resources & Performance Meeting on how this standard is embedded. |
| 7     | F01 |         | PL7.3. Recruit more volunteers (especially BME) to support policing.   |
| 7     | F02 | *       | *Provide operational leadership to progress the Tri-Force collaboration subject to the business case.  |
| 7     | F03 |         | PL5 - New: Ensure that the National Strategic Policing Requirements are reviewed regularly   |
| 7     | F04 |         | PL7.4 - New: Provide Positive Action support for BME candidates  |
| 7     | F05 |         | PL7.5 - New: Introduce proactive mentoring, training and recruitment to ensure greater representation of women & BME candidates in senior roles?   |
| 7     | F06 |         | PL7.6 - New: Publish annual reports on the perceptions and experiences of BME officers in the force & the steps which have been identified to bring about change?  |
| 7     | P01 |         | Greater commissioning, pooling budgets and integration of services to achieve greater efficiency and to deliver service improvement.   |
| 7     | P02 |         | PL1: Ensure there are practical information sharing agreements in place to support multi-agency and locality working.  |
| 7     | P03 |         | Provide enhanced leadership and decision making through reviewing the role and function of SNB.  |



## APPENDIX B – STRATEGIC ACTIVITIES SUPPORTING COMMISSIONER’S 7 NEW PLEDGES

**Table Key:**

| Theme   | Ref  | Revised  | Strategic Activity   |
|---|--|--|--|
| Identifies which of the 7 strategic themes the activity is supporting | The Police and Crime Plan reference i.e. lead agency<br>C: Commissioner<br>F: Force<br>P: Partners | * Denotes if the previous action has been revised in order to support new Pledge | PL (1 to 7) denotes which of the 7 pledges the activity is supporting. New activities have been identified to support the new pledge.<br>Pledge 7: Nottingham Citizen 10 Asks are sub coded. |

### 1. **Neighbourhood Police Teams:** I will work with the Chief Constable to maintain neighbourhood police teams across the whole of Nottingham and Nottinghamshire.

| Theme | Ref | Revised | Strategic Activity   |
|-------|-----|---------|--|
| 3     | C01 |         | PL1: Continue to support partnership working in high crime neighbourhoods in the City and County.  |
| 3     | C04 |         | PL1: Work with Partners and Force to better understand and respond to wildlife crime in rural areas.   |
| 3     | C07 |         | PL1: Review and update PCC and Force public engagement strategy, exploring the use of social media and Alert system to inform the public about changes to neighbourhood policing.            |
| 3     | C09 |         | PL1 - New: Following the ASB and Hate event in April 2016 consider taking forward the suggestion of establishing a dedicated partnership task force to tackle the more difficult ASB issues. |
| 3     | C10 |         | PL1 - New: Produce and ASB leaflet and Practitioner booklet to help increase knowledge of the available powers to tackle ASB and Hate Crime and upload best practice on PCC web site.        |
| 3     | F01 |         | PL1: Implement operational control strategies for priority crime types.  |
| 3     | F02 |         | PL1: Ensure NICHE is able to continue to identify record and monitor rural crime and incidents.  |
| 3     | F03 |         | PL1: Plan, participate and deliver partnership cross-border days of action (rural crime).  |
| 3     | F06 |         | PL1: Continue to support and revitalise different integrated Neighbourhood working models'   |
| 3     | F07 |         | PL1: Implement Aurora 2 and consider how the conurbation and county partners can benefit.  |
| 3     | F08 |         | PL1 - New: Undertake a review of NPT with a view to establish optimum and viable staffing levels to deliver effective Neighbourhood Policing.  |
| 3     | F09 |         | PL1 - New: Increase the number of special constables and volunteers to support the work of NPTs.   |
| 3     | F10 |         | PL1 - New: Maintain a footprint in local communities to maintain community engagement and accessibility.   |
| 4     | F05 |         | PL1: Ensure Neighbourhood policing teams actively manage licenced premises using the full range of powers together with Partners.  |
| 4     | P03 |         | PL1: Utilise new tools and powers to ensure robust enforcement.  |
| 6     | P01 |         | PL1: Focus on those family and individuals that cause the most demand to public organisations.   |
| 7     | C01 |         | PL1: Provide leadership and active support for the development of a strategic alliance with Leicestershire and Northamptonshire Police.  |
| 7     | C08 |         | PL1: Review regional governance structure to align with strategic alliance 'single operating model'  |
| 7     | P02 |         | PL1: Ensure there are practical information sharing agreements in place to support multi-agency and locality working.  |

### 2. **Better Services for Victims:** I will commission even better services for the victims of crime. Domestic crimes have for too long been hidden crimes. I will continue to focus on domestic violence crimes against women and girls and I will target hate crime.

| Theme | Ref | Revised | Strategic Activity  |
|-------|-----|---------|---|
| 1     | C01 |         | PL2: Re-commission victim services based upon the findings from the needs assessment.           |
| 1     | F03 |         | PL2: Review existing DA information sharing protocols to ensure real time information sharing.  |
| 1     | F04 |         | PL2: Develop an IT system to enable direct real time submission and sharing of DASH risk forms. |

|   |     |  |   |
|---|-----|--|---|
| 1 | F05 |  | PL2: Development of domestic abuse HR policy for staff and officers                                       |
| 1 | P01 |  | PL2: Embed City and County domestic violence and sexual violence services.                                |
| 1 | P02 |  | PL2: Establish a sexual offences task and finish group to review and improve partnership response (CDRP). |
| 2 | C01 |  | PL2: Continue to provide leadership to ensure partners compliance with victim's code.                     |
| 2 | C02 |  | PL2: Re-commission and improve take up of restorative justice services by victims.                        |
| 2 | C03 |  | PL2: Undertake regular dip samples of victims impact statement to improve quality.                        |
| 2 | F01 |  | PL2: Implement domestic violence 'live' links project with CPS and Courts.                                |
| 2 | F04 |  | PL2: Improve the quality and timeliness of files submitted by the Police to the CPS.                      |
| 2 | P02 |  | PL2: Work with regional partners to implement and support the criminal justice efficiency programme.      |
| 3 | C05 |  | PL2: Continue to provide leadership to roll out E-CINS case management system.                            |
| 3 | F05 |  | PL2: Review and support target hardening to prevent and detect crime.                                     |

### 3. **Cybercrime:** I will tackle the increased risk of cybercrime and online fraud.

| Theme | Ref | Revised | Strategic Activity  |
|-------|-----|---------|---|
| 1     | P06 | *       | *PL3: Work with our partners to raise awareness in schools of personal online safety and the risks associated with sharing images online.   |
| 5     | C01 | *       | *PL3: Work collaboratively with established PROTECT and PREVENT programs in national, regional and local areas, deliver appropriate awareness events to ensure effective, consistent and detailed information is made available to individuals, communities and business. This will allow individuals to understand the risks, and enhance resilience to Cyber Crime.   |
| 6     | F03 | *       | *PL3: Working with law enforcement, government and industry partners, develop and utilise intelligence to update and strengthen our ability to prevent and detect offences committed by cyber criminals and organised crime groups. We will work with partners including the EMSOU, NCA, CEOP and Action Fraud to ensure enforcement activity is focussed on offenders posing the greatest risk to individuals, communities and businesses. |
| 6     | F04 | *       | *PL3: Working with Citizens in Policing, deliver a Fraud and Cyber Crime PROTECT Project to victims of crime. The project will reduce the impact of economic Cyber Crime by supporting these victims. The project will utilise the Home Office Segmentation data to provide information to enable individuals and local business to protect themselves from economic Cyber Crime.   |
| 6     | F05 |         | PL3 New: Work with partners including the EMSOU, NCA, Action Fraud, and CEOP to ensure the Force has the ability to keep pace with emerging patterns of Cyber Crime offending.  |

### 4. **Safeguarding Young People:** I will work - with partners to safeguard young people both online and on our streets.

| Theme | Ref | Revised | Strategic Activity  |
|-------|-----|---------|---|
| 1     | C04 |         | PL4: Work with safeguarding partners to increase awareness and understanding of child sexual exploitation, missing children, hidden harm.                           |
| 1     | F02 | *       | *PL4: Forces to ensure that a formal multi agency governance structure is in place to effectively manage CSE risk and protect vulnerable children and young persons |
| 1     | F06 |         | PL4 - New: Force to ensure there is a mechanism to identify childrens safeguarding issues and deliver appropriate support in a Domestic Abuse Context               |
| 1     | F07 |         | PL4 - New: Force to ensure that principles of working together for safeguarding young people are adhered to   |
| 1     | F08 |         | PL4 - New: Force to ensure that there is an effectively functioning Multi - Agency Safeguarding hub   |
| 1     | F09 |         | PL4 - New: To ensure that all those who are likely to come into first contact with victims of FGM are appropriately trained   |
| 1     | F10 |         | PL4 - New: Develop an external and internal Force Media/Communications Strategy to raise awareness for safeguarding young people                                    |
| 1     | F11 |         | PL4 - New: Nottinghamshire Police and Partners to conduct community engagement activities for safeguarding young people   |

|   |     |   |  |
|---|-----|---|--|
| 1 | P05 | * | *PL4: Work nationally with partners to reduce the number of children detained in police custody overnight.                             |
| 2 | P01 |   | Undertake a review of 'community remedy' document to ensure clear pathways with Youth Offending services.                              |
| 3 | C08 |   | Instigate a 'One Punch' media campaign locally and raise the profile nationally.   |
| 5 | P02 |   | PL4: Ensure that the 6 new Government Ending Gang Violence & Exploitation priorities are incorporated into Partnership EGV Action Plan |
| 6 | C02 |   | PL4: PCC to grant aid positive activities for young people most at risk of getting involved in offending not provided elsewhere.       |
| 6 | P03 |   | PL4: Ensure all youth and youth violence is subject to safeguarding referral, assessment and appropriate interventions.                |
| 1 | C05 |   | PL5: Support targeted engagement with new and emerging communities to improve understanding, trust and confidence.                     |
| 3 | C03 |   | Support and use new technology to prevent and reduce crime – ANPR, GPS tags and mobile CCTV.   |

**5. Protect Residents From Terrorism:** I will ensure that Nottinghamshire residents are best protected from terrorism. This will involve intelligence analysis and an increased armed patrol presence.

| Theme | Ref | Revised | Strategic Activity  |
|-------|-----|---------|---|
| 5     | C02 | *       | *PL5: The Nottingham Prevent Team to work closely with statutory partners, community contacts and Police colleagues to safeguard vulnerable people from radicalisation and to prevent the spread of all forms extremist rhetoric and acts of terrorism.   |
| 5     | F06 |         | PL5 - New: Continue to deliver 'CONTEST', HM Governments Counter Terrorism Strategy to reduce the risk to the UK and its interests overseas from terrorism, so that people can go about their lives freely and with confidence.   |
| 5     | F07 |         | PL5 - New: Continue to work collaboratively in local, regional, national and international structures to protect the public from terrorism and extremism.   |
| 5     | F08 |         | PL5 - New: Further develop the East Midlands specialist operational units (EMSOU-SB and EMOpSS) to ensure improved resilience and capability to tackle terrorism and extremism.   |
| 5     | F09 |         | PL5 - New: Continue to disrupt terrorists' activities and stop them from carrying out attacks that threaten the lives of people in the UK and abroad.   |
| 5     | F10 |         | PL5 - New: Continue to work with our partners and communities to identify and disrupt domestic extremism activity (phrasing from intranet).   |
| 5     | F11 |         | PL5 - New: Support the Centre for the Protection of the National Infrastructure (CPNI) in the protection of Nottinghamshire sites that form part of the national infrastructure.  |
| 5     | F12 |         | PL5 - New: Continue to work with crowded places as directed by National Counter Terrorism Security Office (NaCTSO) to reduce their vulnerability to terrorist attack. Work with locally identified crowded places and apply the same practice.  |
| 5     | F13 |         | PL5 - New: Continue to provide specialist security advice to hazardous sites (businesses/organisations responsible for the security of specific materials including explosives and pre-cursor chemicals (including fertilisers), pathogens and toxins, radiological sources and other toxic chemicals).   |
| 5     | F14 |         | PL5 - New: Continue to offer protective security advice and guidance relevant to issues of domestic extremism (for example, extreme left/right wing activity, animal rights, environmental issues).   |
| 5     | F15 |         | PL5 - New: Provide security advice to relevant regional events and high profile individuals considered to be at risk (tasked nationally via NaCTSO or locally).   |
| 5     | F16 |         | PL5 - New: Work with communities to prevent radicalisation and extremism.   |
| 5     | F17 |         | PL5 - New: Prevent people from being drawn into terrorism and ensure that they are given appropriate advice and support.  |
| 5     | F18 |         | PL5 - New: Work with a wide range of sectors (including education, criminal justice, faith, charities, the internet and health) where there are risks of radicalisation.  |
| 5     | F19 |         | PL5 - New: The Prevent Team (PT) to continue to work alongside 'Pursue' colleagues as the overt arm of Special Branch to ensure that extensive community knowledge, contacts, cultural context and community intelligence are provided to support Pursue operations.  |
| 5     | F20 |         | PL5 - New: The Prevent Team to continue to build a wide network of community contacts and to provide reassurance/dispel negativity around the Prevent agenda. The Prevent team to continue to work with and support various community groups, including the PCCs Youth Commissioning Group, Tell Mama, the Trust Building Project, the Karimia Institute and the Fiveways Community centre. |

|   |     |  |  |
|---|-----|--|--|
| 5 | F21 |  | PL5 - New: The Prevent Team to work with multi-agencies to ensure vulnerable individuals are identified and supported and deal with referrals and concerns for individuals who are exhibiting signs of radicalisation or extremism and together with partner agencies conduct joint assessments and interventions. |
| 5 | F22 |  | PL5 - New: The Prevent Team promotes the Prevent agenda across the public, private and third sectors and offers support and advice in delivering the statutory duty detailed in the Counter-Terrorism and Security Act 2015.   |
| 7 | F03 |  | PL5 - New: Ensure that the National Strategic Policing Requirements are reviewed regularly   |

**6. Public Inquiry - Historic Abuse:** I will keep my promise that victims of historic abuse in local children's' homes receive both support and a public inquiry.

| Theme | Ref | Revised | Strategic Activity   |
|-------|-----|---------|--|
| 1     | C07 |         | PL6: Ensure victims historic sexual abuse in residential care receive attention, support and protection. |

**7. Nottingham Citizens:** Commit to the 10 Nottingham Citizens Asks

| Theme | Ref | Revised | Strategic Activity  |
|-------|-----|---------|---|
| 1     | C02 | *       | *PL7.3. Continue to improve BME community experience of policing and implementation of the 'Commissioner's research recommendations' and Commit to seeing the overall BME makeup of the police move from 4%-11% with a breakdown of milestones to achieve this. |
| 1     | C08 |         | PL7.1 - New: Commit to work with & provide evidence to the Independent Sanctuary Commission?  |
| 1     | P04 | *       | *PL7.2 Safeguard the mental health triage scheme which sees community nurses stationed with police officers and implement mental health concordat action plan.  |
| 3     | F04 |         | PL7.2. Chief Constable to consider introducing dedicated police teams, drugs and alcohol testing and working closely with schools and mental health institutions.   |
| 4     | F03 |         | PL7.2. Ensure a smooth transition to NHS England of Custody Health Provision.   |
| 6     | C01 |         | PL7.2. Continue to provide mental health street triage and to be funded through mainstream resources.   |
| 7     | F01 |         | PL7.3. Recruit more volunteers (especially BME) to support policing.  |
| 7     | F04 |         | PL7.4 - New: Work with us to provide guaranteed interviews and support for BME candidates using the same process as last time in all future rounds of recruitment?  |
| 7     | F05 |         | PL7.5 - New: Introduce proactive mentoring, training and recruitment to ensure greater representation of women & BME candidates in senior roles?  |
| 7     | F06 |         | PL7.6 - New: Publish annual reports on the perceptions and experiences of BME officers in the force & the steps which have been identified to bring about change?   |
| 3     | C11 |         | PL7.7 - New: Commit to budget for the duration of your term in office for a communications campaign tackling misogyny & street harassment?  |
| 3     | F11 |         | PL7.8 - New: Introduce a joint protocol for both universities including designating a police officer within the sexual violence team to respond to the specific needs of students?  |
| 1     | P03 |         | PL7.9. Increase reporting of hate crime and continue to provide dedicated resources to support victims.   |
| 3     | C12 |         | PL7.9 - New: Run bespoke training for public transport providers on street harassment & misogyny?   |
| 1     | C09 |         | PL7.10 - New: Commit to spend 1 day with Nottingham citizens in the first 3 months following election.  |

|                          |  |
|--------------------------|--|
| <b>For Consideration</b> |  |
| <b>Public/Non Public</b> | <b>Public</b>  |
| <b>Report to:</b>        | <b>Strategic Resources &amp; Performance</b>                                 |
| <b>Date of Meeting:</b>  | <b>13 September 2016</b>   |
| <b>Report of:</b>        | <b>The Chief Executive</b>   |
| <b>Report Author:</b>    | <b>Alison Fawley</b>   |
| <b>E-mail:</b>           | <a href="mailto:alison.fawley@nottsc.gov.uk">alison.fawley@nottsc.gov.uk</a> |
| <b>Other Contacts:</b>   |  |
| <b>Agenda Item:</b>      | <b>12</b>  |

## WORK PROGRAMME

### 1. Purpose of the Report

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

### 2. Recommendations

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

### 3. Reasons for Recommendations

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

### 4. Summary of Key Points

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

### 5. Financial Implications and Budget Provision

- 5.1 None as a direct result of this report

### 6. Human Resources Implications

- 6.1 None as a direct result of this report

### 7. Equality Implications

- 7.1 None as a direct result of this report

### 8. Risk Management

- 8.1 None as a direct result of this report

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

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

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

- 10.1 None as a direct result of this report

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

- 11.1 None as a direct result of this report

## **12. Appendices**

- 12.1 Work Plan and schedule of meetings



## Strategic Resources and Performance Meeting Work Programme

|  | <b>ITEM</b>  | <b><u>FREQUENCY</u></b> | <b><u>LEAD OFFICER</u></b> |
|--|--|-------------------------|----------------------------|
|  | <b>13 SEPTEMBER 2016, 2pm</b>  |                         |                            |
|  | <b>Topic based presentation</b>  |                         |                            |
|  | Force and OPCC reports on Engagement and Consultation monitoring, analysis and reporting   | Annually September      |                            |
|  | Force Public Protection and Safeguarding reports   | 6 monthly Sept & Mar    |                            |
|  | Force workforce planning report on discipline and grievances, case management, transactional updates Force report on workforce planning, retention, recruitment, leavers and starters, forward planning and performance monitoring Force report on organisational change / rationale for change / redundancy programme / non-operational staffing restructures | 6 monthly Sept & Mar    |                            |
|  | Chief Constable's update report  | Every other meeting     | Force                      |
|  |  |                         |                            |
|  |  |                         |                            |
|  | <b>Standard items:-</b>  |                         |                            |
|  | Performance Scorecard – Executive Summary  | Every meeting           | Force                      |
|  | Updates on Medium Term Financial Plan  | Every meeting           | OPCC                       |
|  | Financial Performance & Insight report - Force revenue Budget Monitoring and Forecast (summarising approved virements) and Capital Budget Monitoring and Forecast virements)   | Every meeting           | Force                      |

|  | <b><u>ITEM</u></b>   | <b><u>FREQUENCY</u></b> | <b><u>LEAD OFFICER</u></b> |
|--|--|-------------------------|----------------------------|
|  | <b>9 NOVEMBER 2016, 10am</b>   |                         |                            |
|  | <b>Chairs meeting</b>  |                         |                            |
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|  | <b>Standard items:-</b>  |                         |                            |
|  | Performance Scorecard – Executive Summary  | Every meeting           | Force                      |
|  | Updates on Medium Term Financial Plan  | Every meeting           | OPCC                       |
|  | Financial Performance & Insight report - Force revenue Budget Monitoring and Forecast (summarising approved virements) and Capital Budget Monitoring and Forecast virements) | Every meeting           | Force                      |
|  |  |                         |                            |
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|  | <b><u>ITEM</u></b>   | <b><u>FREQUENCY</u></b> | <b><u>LEAD OFFICER</u></b> |
|--|--|-------------------------|----------------------------|
|  | <b>19 JANUARY 2017, 10am</b>   |                         |                            |
|  | Topic based presentation   |                         |                            |
|  | OPCC Partnership Strategic Assessment  | Annually January        | OPCC                       |
|  | Chief Constable's update report  | Every other meeting     | Force                      |
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|  | <b>Standard items:-</b>  |                         |                            |
|  | Performance Scorecard – Executive Summary  | Every meeting           | Force                      |
|  | Updates on Medium Term Financial Plan  | Every meeting           | OPCC                       |
|  | Financial Performance & Insight report - Force revenue Budget Monitoring and Forecast (summarising approved virements) and Capital Budget Monitoring and Forecast virements) | Every meeting           | Force                      |
|  |  |                         |                            |

|  | <b><u>ITEM</u></b>   | <b><u>FREQUENCY</u></b> | <b><u>LEAD OFFICER</u></b> |
|--|--|-------------------------|----------------------------|
|  | <b>16 MARCH 2017 10am</b>  |                         |                            |
|  | <b>Topic based presentation</b>  |                         |                            |
|  | Force Capital and Revenue Out-turn reports with request for carry forwards   | Annually bfwd from June |                            |
|  | Force annual Renew Report  | Annually March          |                            |
|  | Force Capital and Revenue Out-turn reports with request for carry forwards   | Annually bfwd from June |                            |
|  | Force Public Protection and Safeguarding reports   | 6 monthly Sept & Mar    |                            |
|  | Force report on Environmental Management performance   | Annually March          |                            |
|  | Force report on Equality and Diversity and Human Rights performance and monitoring   | Annually March          |                            |
|  | Force workforce planning report on discipline and grievances, case management, transactional updates, Force report on workforce planning, retention, recruitment, leavers and starters, forward planning and performance monitoringForce report on organisational change / rationale for change / redundancy programme / non-operational staffing restructures | 6 monthly Sept & Mar    |                            |
|  | <b>Standard items:-</b>  |                         |                            |
|  | Performance Scorecard – Executive Summary  | Every meeting           | Force                      |
|  | Updates on Medium Term Financial Plan  | Every meeting           | OPCC                       |
|  | Financial Performance & Insight report - Force revenue Budget Monitoring and Forecast (summarising approved virements) and Capital Budget Monitoring and Forecast virements)   | Every meeting           | Force                      |

| <b>ITEM</b>  | <b>FREQUENCY</b>    | <b>LEAD OFFICER</b> |
|--|---------------------|---------------------|
| <b>25 MAY 2017, 10am</b>   |                     |                     |
| <b>CHAIRS MEETING</b>  |                     |                     |
| Force report on Code of Ethics policy and procedure compliance and assurance   | Annually June       |                     |
| Force report on Staff Surveys  | Annually May        |                     |
| Force report on Estates Strategy / changes to estate / closure programme / sales etc   | Annually May        |                     |
| Force provide updates on Information Technology strategy and outcomes  | Annually May        |                     |
| Force report on Health and Safety monitoring together dip-sampling recommendations and implementation of actions and lessons learned   | Annually June       |                     |
| Chief Constable's update report  | Every other meeting | Force               |
|  |                     |                     |
| <b>Standard items:-</b>  |                     |                     |
| Performance Scorecard – Executive Summary  | Every meeting       | Force               |
| Updates on Medium Term Financial Plan  | Every meeting       | OPCC                |
| Financial Performance & Insight report - Force revenue Budget Monitoring and Forecast (summarising approved virements) and Capital Budget Monitoring and Forecast virements) | Every meeting       | Force               |
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|  | <b><u>ITEM</u></b>               | <b><u>FREQUENCY</u></b>     | <b><u>LEAD OFFICER</u></b> |
|--|----------------------------------|-----------------------------|----------------------------|
|  | <b>Items to be scheduled</b>     |                             |                            |
|  | Insurance Tender Process Reports | Every 4 years next due 2019 |                            |
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