



Nottinghamshire

POLICE & CRIME COMMISSIONER

BUSINESS PLAN 2015-16

Introduction

This Business Plan is designed to complement and support the delivery of the Police and Crime Commissioner's (the Commissioner) Police and Crime Plan. It sets out the activity and actions that the Office of the Police and Crime Commissioner (OPCC) will undertake to discharge its statutory functions and achieve good governance over policing and wider partnership community safety activity.

Commissioner's Vision

The Commissioner's vision as set out in the Police and Crime Plan is to protect people, by giving victims and citizens a bigger **VOICE** in policing to achieve a safer Nottingham and Nottinghamshire.

The Commissioner aims to deliver his policing priorities over the coming years through law enforcement and crime prevention and also through bringing together communities, the voluntary sector and relevant agencies to ensure that complex problems are addressed through partnership working.

The Commissioner will strive to deliver:

- Safer communities
- Improved trust and confidence in policing
- Value for money policing services

The Commissioner's values are core to his way of working. There will be further emphasis on integrity, and improving confidence and trust in policing. The production of the first Social Responsibility Strategy demonstrates a commitment to gaining a deeper insight into the needs, wants and aspirations of communities for improving quality of life. The values are:

Victims	by listening and taking action to protect and safeguard vulnerable people
Openness	by putting victims and the public at the heart of open and transparent decision-making
Inclusiveness	by working effectively with communities and businesses to tackle crime and anti-social behaviour
Communities	by ensuring fairness, respect and accountability to victims and communities
Empowering	by engaging with victims and communities to help shape policing services and build stronger partnerships

Key Functions and Role of the Commissioner

The Police Reform and Social Responsibility Act received royal assent in September 2011. This Act abolished Police Authorities and replaced them with elected Police and Crime Commissioners. The first elections took place in Nottinghamshire on 15th November 2012.

The Commissioner took formal legal responsibility for policing and crime from the 22nd November 2012.

Police and Crime Commissioners have responsibility for the totality of policing within their Force area, specifically:

- Securing an efficient and effective police force for their area.
- Appointing the Chief Constable, holding them to account for the running of the Force and if necessary dismissing them.
- Setting the police and crime objectives for their area by producing a five year Police and Crime Plan (in consultation with the Chief Constable).
- Setting the annual Force budget and police precept, and producing an annual report setting out their progress against the objectives in the Police and Crime Plan.
- Contributing to the national and international policing capabilities set out by the Home Secretary in the Strategic Policing Requirement.
- Co-operating with the criminal justice system in their area.
- Working with partners and funding community safety activity to tackle crime and disorder.

In addition, the Commissioner has a responsibility and must have due regard to all other legal requirements and specifically the provisions of:

- The Policing Protocol 2011
- Financial Management Code of Practice (FMCOP)
- Strategic Policing Requirement (SPR)

The Elected Local Policing Bodies (Specific Information) Order 2011 places a specific legal duty on the Commissioner to publish information. Appendix A sets out a full list of the Local Policing Bodies responsibilities and tasks.

The Policing Protocol Order 2011 requires the Commissioner to abide by the seven Nolan Principles as defined by the Committee on standards in 'Police Life' published in May 1995. These principles include: selflessness, integrity, objectiveness, accountability, openness, honesty and integrity.

The Chief Constable is responsible for maintaining the Queen's Peace, he retains overall operational independence and is responsible for the direction and control of the Force's Officers and Staff under his employment.

Updated Police and Crime Plan 2015 to 2018

The Commissioner is required to set out his vision, priorities and objectives for policing and crime within his five year Police and Crime Plan.

The production and publishing of the Police and Crime Plan is a core statutory planning requirement as defined by the Police Reform and Social responsibility Act 2011. The Plan sets out the resources and assets that the Commissioner will make available to the Chief Constable for policing and the mechanisms by which the Chief Constable and the Community Safety Partners will report on performance and be held to account.

In developing the Plan, the Commissioner is required to consider a number of duties. These include:

- Working and co-operating with partner organisations in developing and implementing local crime and disorder strategies.
- Engaging and consulting with the public, victims of crime and businesses.
- Resources to support the strategic policing requirements to address national risks, harm and threats.
- Have regard to the safeguarding of children, promoting the welfare of children and equality and diversity.
- Co – operation with local criminal justice bodies to provide efficient and effective criminal justice services.

Developing the Police and Crime Plan is part of the Commissioner's annual business planning and commissioning cycle process. On an annual basis the Commissioner will review the Police and Crime Plan to take account of public and victim consultation, budget consultation and findings from the annual Police and Crime Needs Assessment and the Chief Constable's strategic business plan requirements.

The updated Police and Crime Plan 2015 to 2018 was published in March 2015. This Plan sets out the Commissioner's ambitions and objectives that he is committed to achieving over the coming years and the Plan explains what can be expected from policing and community safety in Nottingham and Nottinghamshire.

Taking account of the performance challenges and risks identified in the Joint Partnership Strategic Assessment and the outcomes of consultation and engagement exercises, the strategic priorities have been revised to include a greater focus in priority crime types. They are:

- Protect, support and respond to victims, witnesses and vulnerable people.
- Improve the efficiency, accessibility and effectiveness of the criminal justice process.
- Focus on priority crime types and those local areas that are most affected by crime and anti-social behaviour.
- Reduce the impact of drugs and alcohol on levels of crime and anti-social behaviour.
- Reduce the threat from organised crime.
- Prevention, early intervention and reduction in reoffending.
- Spending your money wisely.

Business and Delivery Plan

This Business Plan is underpinned and supported by a Delivery Plan which sets out the key actions taken forward to support the delivery of the Police and Crime Plan by the OPCC.

In deciding upon the actions the following has been taken into consideration:

- Actions the Commissioner and Deputy Commissioner are leading on within the Police and Crime Plan.
- Statutory duties as identified in the Police Reform and Social Responsibility Act 2011 and other legislation.
- Core responsibilities of managing executive support functions for Commissioner and Deputy Commissioner.
- Performance management and holding the Chief Constable to account for providing an efficient and effective police service.
- Providing good governance over policing and working partnership with other organisations.

Good governance enables the Commissioner to:

- Deliver on their vision and priorities for policing and crime.
- Performance manage the Force and other partners.
- Hold individuals to account for delivery.
- Make decisions in an open transparent way.
- Engage with the public and victims to achieve better outcomes.
- Provide good stewardship over public funds and achieve value for money

Resources and Value for Money

The Commissioner is responsible for ensuring a balanced budget is set in the years ahead and that processes are in place to deliver the savings and achieve the efficiencies that are needed to do this.

Approximately 72% of the Commissioner's funding for policing and community safety is received from Government Grants with 28% being raised through the Council Tax precept. The reduction in the Government grant together with known commitment increases in future years has resulted in a significant budget shortfall in funding over the next few years. The ability to increase the Council Tax in future years will also be limited in recent years this has been capped at 2%.

The Commissioner and Chief Constable are working together to identify where the savings can be made without impacting significantly on the frontline service.

Further information on the financial challenges and efficiency programme can be found in the Police and Crime Plan in Section 11.2 (page 32)

A breakdown of the OPCC's budget for 2015-16 is as follows:

Expenditure	£m
Employees	496,400
Commissioner/Deputy Commissioner	200,200
Premises	23,000
Transport	16,300
Supplies & Services (incl expenses)	393,800
TOTAL	1,129,700

In 2015 the OPCC became fully resourced with vacancies on the new staff structure all being filled for the first time. This still provided a saving of approximately £100,000 compared with the previous Police Authority budget.

The Commissioner is under a statutory duty to ensure that Nottinghamshire Police provides an efficient and effective service.

The Commissioner must balance the increasing public demands and expectations for greater levels of Local Policing with the availability of a reducing budget.

Achieving value for money is not just about providing services at the lowest cost, account needs to be taken of the overall quality and public satisfaction with services being provided.

Further information delivering value for money can be found in the Updated Police and Crime Plan Section 12 (page 34).

The Police & Crime Commissioner has a specific fund for commissioning outcomes and services through partners and the third sector. This totals £3,400,000 for 2015-16. Of this £2,900,000 is set aside for commissioning through our strategic partners the CDP and SNB. With approximately £250,000 for small grants and the balance for other small commissioning and research work.

In addition to this the Commissioner will receive from the Ministry of Justice, for 2015-16, £1,226,776 from MoJ. £248,658 is for Restorative Justice services and £26,226 for DSV support. The remainder is to support victims of crime to cope and recover.

Risk Management

Risk Management is an essential component of good corporate governance. It is the process of identifying potential risks or opportunities, evaluating the potential impact and putting in place a control measure to mitigate them. The Commissioner has a responsibility to develop a risk management plan and to ensure that Nottinghamshire Police has adequate risk management procedures in place.

A new Strategic Risk Management Action Plan is under development and review. It will be reported to the Joint Audit and Scrutiny Panel.

Performance Management and Monitoring

Performance Management and Monitoring

The OPCC has a robust performance management framework for managing and monitoring the Force's performance and delivery.

The Force reports regularly on performance against the priorities and objectives set within the Police and Crime Plan to the Commissioner. Performance and Insights reports are used for this purpose. The Commissioner meets on a weekly basis to hold the Chief Constable to account for delivery against his priorities and objectives.

The OPCC provides briefings on key performance concerns to enable the Commissioner to hold the Chief Constable to account. The Commissioner's staff are represented at all Divisional and Force Performance Boards.

An annual Police and Crime Needs Assessment is carried out to identify the new and emerging issues which may impact performance and the Commissioners' strategic vision and pledges. The findings are used to refresh the strategic priorities and actions identified within the Police and Crime Plan. A new Police and Crime Delivery Plan is produced each year and monitored quarterly to ensure that appropriate action is being taken to implement the activities. An update report is submitted to the Police and Crime Panel every six months on progress.

Each year the Commissioner publishes his annual report. The third Annual report will be reported to the Police and Crime Panel for scrutiny in June 2015 and will be available on the Commissioner's website.

Community Engagement and Consultation

The role of the Commissioner is to provide a link with local communities to translate public concern into action. The focus being to give a louder voice to local people and for the Commissioner to act as a bridge to policing, community safety and criminal justice services.

The Commissioner has a statutory duty to consult with the public and victims of crime about their policing concerns and in relation to their views on the Police and Crime Plan and in the proposed precept. Business rate payers must also be consulted with as part of the precept consultation.

The Commissioner's Community Engagement and Consultation Strategy aims to define how, through a flexible and responsive framework, he intends to give the public and victims a greater direct influence and voice over policing priorities and the allocation of resources.

The Strategy adopts a layered approach to community engagement and consultation to reflect the 'golden thread' of policing from victims, individuals, communities and neighbourhoods through to the strategic level.

The vision of giving a direct voice to the people of Nottingham and Nottinghamshire aims to improve the fight against crime, improve the detection of crime and increase victim's satisfaction through visible and accessible policing services to local

communities and victims. The current Strategy is being refreshed to ensure that there is a clear charter and delivery plan, which will link through to neighbourhoods and enable a targeted approach to those areas or communities that are underrepresented.

Further information of the Commissioner's Community Engagement and Consultation strategy can be found on the Commissioner's website <http://www.nottinghamshire.pcc.police.uk/Document-Library/Public-Information/Decisions/2012-012-Consultation-and-Engagement-Strategy.pdf>

Equality

The Police and Crime Plan has the following equality priorities and actions:

1. Continue to improve BME experience of policing.
2. Better understand, support and respond to female genital mutilation
3. Improve BME experience of stop and search.
4. Ensure services are victim centred.
5. Work with partners to create an approach to managing high risk domestic abuse perpetrators.

Safeguarding

The Police and Crime Plan includes the following priority actions to promote and safeguard the welfare of children:

1. Work with partners to ensure young people with mental health problems are dealt with more appropriately outside of custody.
2. Working with Safeguarding partners to increase awareness of CSE and response to victims.
3. Grant aid positive activities for young people.

Summary of Police and Crime Commissioner Responsibilities and Tasks

Police Reform and Social Responsibility Act
Policing Protocol Order
Financial Code of Practice
Strategic Policing Requirement

Assurance Service

Information

- Undertake environmental and political horizon scanning
- Undertake and build a socio-economic profile and to better understand communities
- Prepare strategic needs assessment
- Undertake research into any aspect of policing, crime, policy changes and reforms
- Provide information to PCP
- Prepare responses to any recommendations and reports from PCP
- Ensure that PCC has access to any information to perform responsibilities
- Collect, , input, analyse and manage information and knowledge
- Prepare detailed briefings on reports or information provided by Chief Constable or partner organisations

Performance Management

- Establish and manage a performance management framework for monitoring, measuring and assessing the effectiveness of policing and crime activity
- Gather, record, analyse and present data
- Undertake predictive modelling and simulation of data
- Ensure public information is provided on a regular basis on the performance of the Commissioner and Chief Constable
- Monitor performance against targets as defined by the Police and Crime plan
- Establish a multi-agency framework for agreeing realistic achievable targets

Public Engagement

- Undertaking all public relations and media management activity
- Use all forms of media to engage the public and promote the Commissioners responsibilities
- Ensure that all marketing and branding activity for the Commissioners conforms to agreed standards and specifications
- Create and maintain a Commissioners website. Responsible for its content management
- Responsible for the quality and standards of responses to any person or agency

- Undertake consultation with public and victims of crime to obtain their views on policing, budget and other activities
- Ensure that effective public, stakeholder and partnership consultation takes place on the police and crime plan
- Work with the Chief Constable to launch the Police and Crime plan
- Make sure that the plan and annual report is published
- Ensure that all information is published as specified by the Home Secretary for Policing Bodies (Specific Information Order 2010)
- Publish public information on the Commissioners and Chief Constables areas of activity and performance against the policing plan
- Publish Commissioner's response to the Police and Crime plan from the Police and Crime Panel
- Publish responses to research, public and community consultation according to agreed standards and protocols.

Assurance Compliance

- Ensure that the Commissioner is compliant with all legislation, regulations, policies and procedures
- Prepare and manage an annual work plan and schedule of policing topics to be reported on by the Chief Constable, other agencies and partnerships
- Responding and providing information to any Government Department and agency
- Monitor and track all responses to inspections, audits and investigations
- Develop and manage a procedure for managing responses to all research, community and public consultation
- Establish and support an effective public scrutiny process for obtaining assurance with regard to the effective delivery of Police and Crime Plan activity

Leading Organisation

Strategy, Policy and Plans

- Produce a strategic partnership framework to deliver the police and crime plan
- Production of Police and Crime plan based upon a strategic needs assessment and alignment with the financial planning cycle
- Consultation with Chief Constable on the Police and Crime Plan
- Consultation with PCP on Police and Crime plan
- Ensure that the Commissioner takes account of the priorities of each responsible authority
- Establish a framework for assisting partner organisations to work with the Commissioner in developing the Police and Crime Plan
- Efficient and effective delivery of the Police and Crime plan
- Management of corporate risks to the organisations
- Advising, assisting and communicating the organisations objectives, principles and values
- Advising the Commissioner on priorities for spend
- Creating and implementing policies in relation to safeguarding and equalities

- Ensure that the Commissioner and Chief Constable work together and allocate sufficient resources to respond to the threats as identified on the SPR-CT, organised crime, critical infrastructure, civil contingency and resilience planning
- Ensure that the Commissioner and their staff have regard to the policing protocol
- Define and manage how the Chief Constable will report to the Commissioner on policing.

Partnership

- Managing on-going relationships with Chief Constable, other major stakeholders and partners
- Representation at key internal Force and external partnership meetings
- Assist the Commissioner with co-operating with Local Criminal Justice bodies to provide an effective and efficient system
- Liaise with partnerships over requests for information and hosting joint meetings to discuss area of concern with the Commissioner
- Attendance at panel meetings to represent the Commissioner
- Enter into collaborations and joint ventures to provide efficient and effective policing.

Managing Change

- Management of programmes, projects and cultural change
- Delivery of outcomes in relation to programmes and projects
- Monitoring of benefits realisation from change management programmes and projects

Managing Resources

Commissioning and Service Delivery

- Achieve value for money through commissioning at a neighbourhood, city, district, county, regional or national levels
- Ensure that the commissioning model improves service delivery, outcomes for local people and victims of crime and rewards successful delivery.
- Explore and advise on different commissioning models, including community based budgeting, public/private sector partnerships, joint collaborations and other models to improve efficiency and effectiveness
- Determining and operate a joint partnership commissioning model according to agreed local priorities
- Consider pooling of budgets with partners
- Ensure the Commissioners priorities for funding are delivered and successfully commissioned jointly with other organisations
- Monitor all contracts and achieve value for money through commissioning
- Service planning, design and determining service specifications
- Procurement, contract management and compliance
- Managing relationships with suppliers, contracts and providers

- Establish a system and procedure for administering grants-application process, selection criteria, conditions of grants, assurance visits and financial/performance reporting

Financial Planning and Monitoring

- Advise the Commissioner on resource allocation for Chief Constable (Revenue and Capital)
- Advise the Commissioner on potential resource allocation for commissioning
- Advise the Commissioner on the potential precept and the level of reserves and provisions
- Medium Term Financial Planning linked with the Police and Crime Plan.
- Agree and establish with the Chief Constable a joint internal audit function
- Defining and management of the internal audit plan in consultation with the Chief Constable
- Promote and deliver good financial management. To seek assurance on the arrangements in place within the Force for the proper financial management of the Force.
- Liaise with external auditors
- Processing, recording, classifying and analysis of financial transactions
- Budget monitoring, assessment and scrutiny of revenue and capital expenditure for Commissioner and Chief Constable
- Consultation with Chief Constable on the annual Policing budget
- Ensure that all accounts are prepared in accordance with the accounts and audit regulations and comply with the Financial Code of Management, the Financial regulations of the PCC and other statutory provisions
- Establish a policy and procedures for Financial Regulations (carry forwards, purchase and disposal of property and banking arrangements), delegations to ACO Resources and Head of Legal Services (stage 1 staff transfer), scheme of consent for Chief Constable (stage 2 staff transfer), control of assets by Chief Constable, virement rules, charges for services, contract standing orders (tendering and authorisation levels) and reserves
- Ensure that financial monitoring reports for Commissioner and Chief Constable are sent to individual members of the PCP
- Produce and publish an annual governance statement for the PCC and group annual statement of accounts. To include the approval of the arrangements for the inclusion of the CC's subsidiary statement of accounts and governance statement.
- To approve inward sponsorship and bids for grant funding.
- Maintain a transparent system and procedure for receiving and reporting of gifts, loans and sponsorship
- Hold Chief Constable to account for any collaboration activities
- Performance and financial monitoring of all collaboration agreements
- Ensure that the Commissioner's and Chief Constable's budgets achieves meets the statutory requirement to achieve a balanced budget. Report to the PCC where expenditure may exceed resources available.
- Manage the treasury management function, including day to day activity for banking and reconciliation. Produce and recommend an annual Treasury Management Strategy to the PCC

- Manage the Insurance tender process and insurance provision
- Manage IDRPs relating to officer and staff pensions
- Report to the PCC any unlawful expenditure or that which is likely to cause loss or deficiency

People (Office of the Police and Crime)

- All aspects of people management, human resources and learning and development planning, policy and procedures. Including the workforce plan of the Force
- Volunteer strategy, support and development
- Management and administration of a Custody Visiting and Animal Welfare visiting schemes
- Recruitment, performance appraisal and resignation of Chief Constable
- Consider and make recommendation to the PCC in relation to requests for financial assistance

Physical Assets

- Collection, analysis, maintenance and disposal of assets
- Management and maintenance of equipment
- ICT strategy, support and maintenance
- Estates strategy, including purchase and disposal
- Maintenance of information management and record keeping

Business Support

Legal Services

- Legal, drafting, advice and representation on all aspects of Commissioners responsibilities and activity
- Affixing of the common seal of the PCC on all contracts and deeds that require this
- Ensuring delegations are adhered to in relation to the letting award and signing of contracts.

Governance Services and Police and Crime Panel

- Administration and minute taking of all governance and leadership meetings
- Collation and distribution of agendas and reports
- Defining and compliance with terms of reference and standing orders
- Liaison with host authority for the panel for requests for information and attendance at meetings
- Recording and publishing all Commissioner decisions
- Publishing a schedule of meeting dates, venues and work programme for Commissioner
- Establishment and maintenance of an audit committee
- Determine the process of confirmation hearings

Professional Standards, Conduct and Complaints

- Processing, recording, active investigation and case management of all complaints to Commissioner
- Ensuring timely and successful resolution of complaints
- Tracking and monitoring all complaints
- Administration of the Police Appeal Tribunal (PAT)
- Determining and reviewing a code of conduct for Commissioner and Deputy Commissioner
- Establishing and administering complaints against the Commissioner and ensuring the panel is informed of all complaints

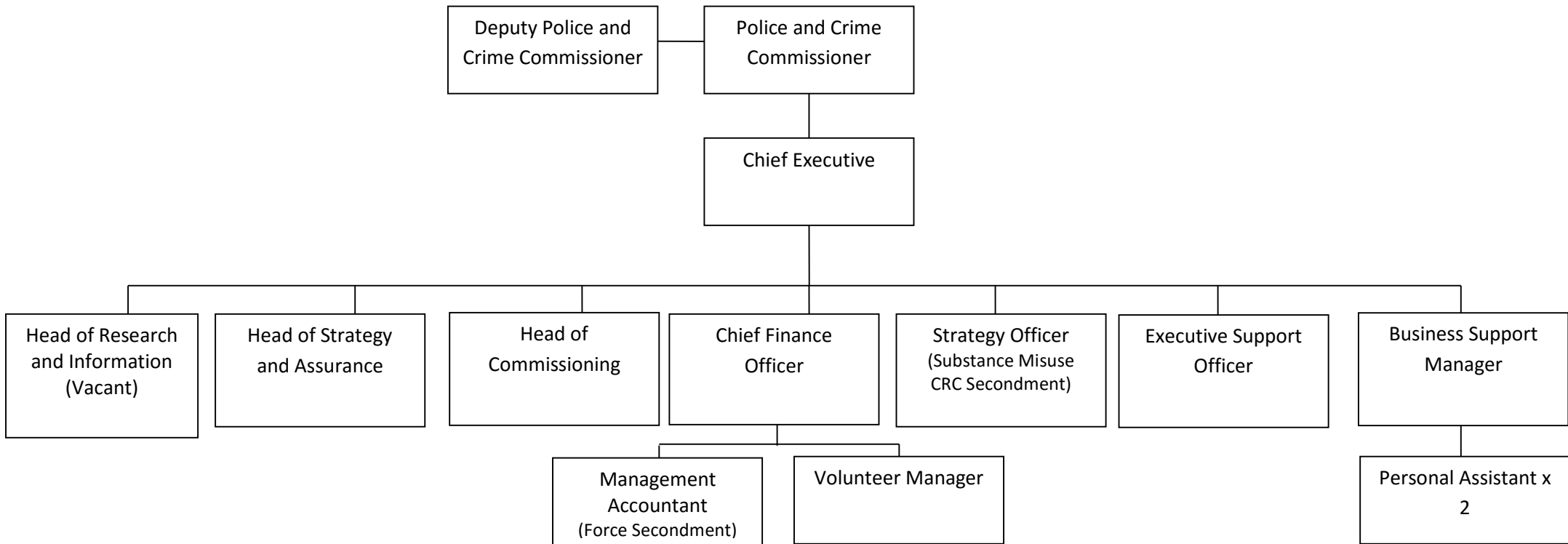
Business Support

- Provide personal assistant support to Commissioner, Deputy Commissioner and executive leadership team
- Provide casework support to Commissioner and Deputy Commissioner to ensure a swift response and feedback on all actions arising from contact with the public, victims, stakeholders and partner organisations
- Maintain a record of all decisions to be made by the Police and Crime Commissioner and ensure the decisions are published on the website
- Be responsible for handling petty cash, raising orders, processing payments and monitoring expenditure in accordance to policy and procedure
- Recording and responding to all Freedom of Information (FOI) requests
- Compliance with Data Protection and Information security legislation, regulation and policy
- Monitoring of all health and safety incidents
- Maintenance of all information required to be published as specified by the Home Secretary for Policing Bodies (Specific Information Order 2010)
- Team administration to support wider functions

OFFICE OF THE POLICE AND CRIME COMMISSIONER STRUCTURE CHART

APPENDIX B

The organisational Structure of the Office of the Police and Crime Commissioner is set out below:



Monitoring Action Plan

The action plan will be formally received on a quarterly basis by the Chief Executive. Monitoring reports will be submitted on a regularly basis to the Commissioner and Deputy Commissioner.

Action	Owner	Completion Date or Frequency
STRATEGIC OBJECTIVE: PROVIDE GOOD GOVERNANCE AND BUSINESS SUPPORT		
Establish and maintain a forward plan for governance meetings	Lisa Gilmour	Quarterly
Commission Nottinghamshire County Council to provide administrative and governance support to local and regional meetings	Lisa Gilmour	April
Record, respond and monitor responses to all external correspondence, FOIs and complaints	Lisa Gilmour	Routinely
Ensure all invoices are processed and paid promptly	Lisa Gilmour	Routinely
Undertake diary tasks for PCC and Deputy PCC	Lisa Gilmour	Weekly
Provide administrative support for the OPCC to ensure it operates smoothly	Lisa Gilmour	Routinely
Assist in organising conferences and other events to support delivery of the plan	Lisa Gilmour	Routinely
Undertake dip sampling of Nottinghamshire Police handling of complaints	Lisa Gilmour	Monthly
Co-ordinate and ensure attendance of independent members at misconduct hearings	Lisa Gilmour	Routinely
Provide administrative support for Police Appeal Tribunals	Lisa Gilmour	Routinely
Administer pension forfeiture process and hearings	Lisa Gilmour	When required
Assist with the administration of small grants, including distributing approval letters	Lisa Gilmour	January
Monitor delivery of the business plan	Lisa Gilmour	Quarterly
Provide briefings to Deputy PCC on complaints and misconduct	Lisa Gilmour	Bi-monthly
Maintain records for gifts, hospitality for PCC, DPCC, CEO and CFO	Lisa Gilmour	Routinely
Ensure declaration of interests are updated on an annual basis	Lisa Gilmour	December
Review and update governance information documents on an annual basis in consultation with Nottinghamshire Police	Lisa Gilmour	Annually
Develop and monitor a strategic risk management plan	Kevin Dennis	Quarterly
Ensure regular supervision and PDRs for all staff	Kevin Dennis Charlotte Radford Lisa Gilmour	Annually
Produce an annual governance audit to support the production of statement	Karen Sleigh	February
Ensure that the PCC is compliant with the Specified Information Order 2012	Lisa Gilmour	Quarterly

STRATEGIC OBJECTIVE: PROVIDING VALUE FOR MONEY		
Provide an annual medium term financial plan	Charlotte Radford	January 2016
Produce and publish a set of public accounts to meet statutory deadlines	Charlotte Radford	September 2015
Produce and publish annual governance statement to meet statutory deadline of 30/09	Charlotte Radford	September 2015
Produce an annual treasury management strategy and maintain the Commissioner's bank account	Charlotte Radford	Annually
Manage and award the contract for insurance provision	Charlotte Radford	November 2015
Provide budget monitoring and strategic financial advice for the PCC	Charlotte Radford	Routinely
Performance management and monitoring all collaboration agreements	Charlotte Radford	Monthly
Undertake all aspects of people management, human resources, learning and development planning, policies and procedure, including workforce plan	Charlotte Radford	Routinely
Undertake the management and administration of a custody visiting and animal welfare scheme	Jackie Nash	Routinely
Recruit, train and provide supervision to all volunteers	Jackie Nash	Routinely
Manage asset and award small grants to support delivery against the Police and Crime Plan	Nicola Wade	February 2016
Commission and approve a programme of funding with the Safer Nottingham Board and the Nottingham Crime and Drugs Partnership to support delivery against the Police and Crime Plan	Nicola Wade	March 2016
Monitor and ensure all funding provided by the OPCC, partners and third sector achieves value for money and agreed outcomes	Nicola Wade	Quarterly 2015/16
STRATEGIC OBJECTIVE: PERFORMANCE MANAGEMENT AND ASSURANCE		
Agree a joint audit plan with Nottinghamshire Police	Charlotte Radford	March 2015
Manage mystery shopper scheme to assist with providing assurance on reviewing the effectiveness and efficiency of Nottinghamshire Police	Phil Gilbert	Routinely
Monitor delivery against Police and Crime Plan on a quarterly basis	Phil Gilbert	Quarterly
Produce Police and Crime Plan including setting performance measures and targets	Phil Gilbert	December
Undertake a review of priority plus areas to assess effectiveness and provide recommendations for future	Karen Sleigh	October
Attend Force and Divisional performance boards to maintain oversight in policing	Phil Gilbert	Monthly