



Nottinghamshire Office of the Police and Crime Commissioner

**PCC Candidate Briefing Pack
29 February 2024**

PCC Elections 2 May 2024

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1. Introduction

This 'Candidate Briefing' has been prepared for the candidates who have declared their nominations for the election of a Police and Crime Commissioner (PCC) for the Nottinghamshire police area. It has been produced by the Office of the Police and Crime Commissioner (OPCC), a non-political and impartial office which supports the PCC.

The incoming PCC will be democratically elected by Nottinghamshire's communities to be responsible for the totality of policing; they will oversee policing and crime issues, working with the Chief Constable to deliver an efficient and effective police service within the Nottinghamshire police area. The PCC will work in partnership across a range of agencies at local, regional and national level to ensure there is a unified approach to preventing and reducing crime. They will be responsible for commissioning victims' and other policing and crime services.

This briefing document supports the presentation to be made at a 'Candidate Briefing Event' on 29 February 2024. The Briefing Event and this document aim to provide candidates with key information (and signpost to more detailed information) to help their understanding of the role of PCC and the issues the PCC for Nottinghamshire will face. We hope it is useful to you in your campaign. It is also available on [the Nottinghamshire PCC Election Website](#).

The OPCC is supporting the Police Area Returning Officer (PARO) at Rushcliffe Borough Council in this election process and will act as a single gateway to provide candidates with information before the election on 2 May 2024. If, during your campaign, you would like to meet with me or a member of my Senior Leadership Team, or to meet with the Chief Constable or members of her senior team, I shall do my best to facilitate this.

The person you need to contact for information or to arrange discussions, **including any requests of Nottinghamshire Police**, is:

Michelle Buttery, Chief Executive and Monitoring Officer, Notts OPCC

Tel: 0115 844 5998

ExecutiveSupport@Notts.police.uk

The OPCC and Force have a joint protocol which provides some overarching guidelines and principles to maintain transparency, and fairness and equality towards candidates throughout the election period. Therefore, where a request for information from a prospective candidate is received, every response will be posted in an anonymised format on the OPCC's election webpages.



**Michelle Buttery, Chief Executive and Monitoring Officer
Office of the Police and Crime Commissioner**

2. The Role - Summary of PCC's functions

PCCs have a far wider role than acting as the governing body for the police force in their area. PCCs play a key role in the community safety and criminal justice landscape, and in leading 'public health' approaches to tackling the underlying causes of crime in their communities.

The key functions of a PCC are laid down in the Police Reform and Social Responsibility Act 2011 (the 2011 Act) and other legislation, as referenced [here](#) and there is helpful guidance on the Association of Police and Crime Commissioners' (APCC) website. A summary of the key statutory functions is listed here:

- Securing the maintenance of an efficient and effective police force for (their) area
- Appointing the Chief Constable and holding him/her to account for running the Force
- Issuing a Police and Crime Plan which sets police and crime objectives for the area, based on consultation with the public, the Chief Constable and others
- Setting the Force budget and determining the council tax precept
- Commissioning the delivery of policing and crime services to meet the outcomes described in the Police and Crime Plan, including victims' services and grant giving
- Contributing to the national '*Strategic Policing Requirement*' and international demands, set out by the Home Secretary
- Bringing together community safety and criminal justice partners, to make sure local priorities are joined up.

Thus, the PCC is responsible for the totality of policing and **sets the strategic direction through police and crime objectives** for their police area in a five-year Police and Crime Plan¹. The PCC does so following **consultation and engagement** with the public, the Force, partners and others to ensure the objectives effectively respond to the needs and demands of their communities, and to ensure that national priorities² are met to protect the public from cross-boundary threats such as terrorism, civil emergencies, public-disorder and serious and organised crime.

The PCC ensures these objectives are suitably funded through Central Government grant and local taxation by **setting an annual budget** and the **local council tax precept**. The PCC then **commissions delivery of activity to achieve the Police and Crime Plan objectives**, primarily from the Force when the Chief Constable's budget is set, but also through awarding service contracts, grants and other funding to organisations from the public, private and third sectors. Since October 2014, PCCs have also been responsible for **commissioning victims' services** in their area.

The PCC must **hold to account** the Chief Constable for the discharge of the Chief Constable's statutory functions and the operational performance of the Force, generally. The PCC has a duty to **ensure their Force is both efficient and effective** and will be required to **publish information** so that the PCC and Force can be judged by the people of Nottinghamshire for the Force's **value for money** and for its operational performance. As part of this, the PCC must produce an **annual report** as an update on progress against the

¹ This period is tied to the normal 4-year PCC term.

² The PCC is required by law to have due regard to the Strategic Policing Requirement (SPR). A specific briefing on what the SPR involves can be arranged with the Chief Constable or one of her senior team).

objectives set out in the Police and Crime Plan and must also publish all information specified by the Home Secretary.

The PCC deals with **complaints and conduct** matters in respect of the Chief Constable, oversees the Chief Constable's (Force's) handling of police complaints, and is also the review body for all police complaints, where a complainant is not satisfied with the Force's resolution of their complaint.

Finally, the PCC has responsibility for recruiting and, in appropriate circumstances, removing a Chief Constable.

A two-stage national review of the PCC model concluded in 2022 as part of the government's commitment to sharpen and expand the role and further improve public accountability. This resulted in new requirements to publish certain information within specified timeframes as part of the Specified Information Order and steps to strengthen the PCC's role in convening Local Criminal Justice Boards and supporting local offender management arrangements. The PCC role continues to evolve against the backdrop of wider public sector reform, including the introduction of combined authority mayors in a growing number of areas, some with responsibilities for policing governance.

The PCC and Chief Constable role and relationship and the Policing Protocol

Each PCC and their respective Chief Constable are established in law as 'corporations sole' within the 2011 Act. The Policing Protocol³ set outs the different roles and responsibilities of the PCC and Chief Constable and how the relationship should work; with an expectation that the relationship should be built on the principles of goodwill, professionalism, openness and trust.

As 'corporations sole', both the PCC and the Chief Constable are enabled by law to employ staff and to hold funds. Staff of the PCC are accountable to the directly-elected holder of that office to enable the PCC to exercise their functions. Chief Constables are charged with the impartial direction and control of all constables and staff within the police force that they lead.

At all times, the Chief Constable, their constables and staff, remain operationally independent in the service of their communities. It was the will of Parliament and Government when PCCs were introduced that the office of constable should not be open to political interference. Thus, the 2011 Act does not impinge on the common law legal authority of the office of constable, or the duty of constables to maintain the King's Peace without fear or favour.

Public accountability for the delivery and performance of the police service is placed into the hands of the PCC on behalf of their electorate. The PCC draws on their mandate to set and shape the strategic objectives of their force area in consultation with the Chief Constable. PCCs are accountable to their electorate; the Chief Constable is accountable to their PCC for the delivery of efficient and effective policing, management of resources and expenditure by the police force. The Chief Constable is accountable in law for the exercise of police powers.

³ Under the Policing Protocol Order, 2011

The Police and Crime Panel within each force area is empowered to maintain a regular check and balance on the performance of the PCC in that context.

The PCC is the recipient of all funding, including the government grant and precept and other sources of income, related to policing and crime reduction, and all funding for a force must come via the PCC. How this money is allocated is a matter for the PCC in consultation with the Chief Constable, in accordance with the Financial Management Code of Practice and any grant terms.

3. Nottinghamshire's Policing and Crime Landscape

Nottinghamshire Police Force spans approximately 834 square miles, incorporating the local authorities of Nottingham (national core City), Nottinghamshire County Council and the district councils of Ashfield, Mansfield, Bassetlaw, Newark and Sherwood, Broxtowe, Gedling and Rushcliffe.

The area has a resident population of around 1.15 million people, primarily concentrated around the city of Nottingham and the towns of Mansfield, Worksop, and Newark-on-Trent. Nottingham is a major sporting centre and is home to several global companies and two universities. Alongside some affluence, the county does have high levels of deprivation and poverty, which pose challenges for policing and other public services.

Nottingham City has a high level of cultural and ethnic diversity, with around 42% of the population being non-white British. The city is home to long standing Pakistani and Caribbean communities, and more recent Eastern European migrant populations mostly from Polish and Romanian backgrounds. Ethnic diversity is significantly lower in the county, where around 12% of the population is estimated to be non-white British.

In the City, 86% of residents had English as a main language, which rises to 96% in the County. Reflecting the national picture, Polish is the second most common language across Nottinghamshire, with 2.5% of residents in the City and 1.3% of residents in the County stating this as their main language. Other most common languages included Romanian, Urdu and Arabic.

Nottinghamshire Police is made up of around 2,400 full time equivalent police officers and around 1,500 full time equivalent members of police staff, including police community support officers (PCSOs). The force is also assisted by special constables, police support volunteers and cadets, whose public-spirited contribution is impossible to overestimate.

Pro rata demand levels on Nottinghamshire Police are among some of the highest in the country, receiving around 244,000 emergency calls a year. On an average day in Nottinghamshire, police receive around 2,670 calls, attend over 400 incidents, make around 50 arrests and undertake around 14 stop and searches. On an average day, the force will also record around 14 burglaries, 98 violent crimes, 10 sexual offences and 17 cases of reported fraud.

Further information is available from [Nottinghamshire Police's website](#).

The Nottinghamshire Police and Crime Needs Assessment

The Nottinghamshire Police and Crime Needs Assessment (PCNA) is produced by the OPCC on an annual basis in collaboration with key stakeholders. The most recent assessment published in January 2024 highlights a range of issues, risks and threats that are likely to impact upon crime and community safety services between 2024 and 2026 and will be used to inform OPCC and partner agency planning and decision-making.

The structured assessment process has identified the following priority issues on the basis of their impact on individuals and communities and the partnerships' capacity and capability to address these threats:

- Violence against Women and Girls
- Cyber-related harm and abuse
- Domestic violence and abuse.
- Serious and weapon-enabled violence
- Financial crime, including cyber-related crime

Although usually considered a low-level harm / high volume crime, shoplifting has shown the largest percentage increase in crime recording, and Nottinghamshire has the second highest rate in England and Wales.

The PCNA also identifies a number of cross-cutting strategic challenges for 2024 which would benefit from a more integrated and effective partnership response. These include:

- Safeguarding young people at risk of harm and offending
- Driving improvements in public trust and confidence in the police
- Ensuring safety and protection in the digital space
- Managing risk relating to vulnerability and Severe Multiple Disadvantage
- Improving victim experience of the Criminal Justice System
- Tackling Serious and Organised Crime

Public consultation shows that reckless/dangerous driving, speeding, drug use / dealing and neighbourhood nuisance remain the issues of greatest local concern to communities.

Public concern in relation to other crime and ASB has also been shown to be disproportionately high in the following areas:

- South Nottinghamshire: burglary, online fraud, rural crime
- Nottingham City: domestic abuse, sexual abuse, hate crime
- Mansfield & Ashfield: drug use / dealing, neighbourhood nuisance, public disorder
- Bassetlaw, Newark and Sherwood: car crime, rural / wildlife crime, crimes against businesses.

The full [Police and Crime Needs Assessment](#) for 2023 and [executive summary](#) can be found on the Nottinghamshire PCC website.

Current policing and crime priorities

The current Police and Crime Plan (the Plan) for Nottinghamshire was issued in 2021 and set three core priorities for the area:

- Preventing: Investing in prevention and early intervention activities that deal with the causes rather than consequences of crime and ASB
- Responding: Ensuring that we are efficient and effective at responding to the needs of communities and have the right people, skills and resources to do so
- Supporting: Improving services for victims of crime, safeguarding vulnerable people and supporting communities to be safe and feel safe.

Across each of these areas, the Plan includes a priority focus on the following thematic issues as identified and informed by the Police and Crime Needs Assessment and extensive public and practitioner consultation:-

- Serious violence and knife crime
- Violence against women and girls
- Neighbourhood crimes, including burglary, vehicle crime, robbery and rural crime
- Other high harm offences such as slavery, exploitation and abuse.

The Police and Crime Plan also sets out a clear commitment to fulfilling broader statutory responsibilities, such as:-

- Promoting equal opportunities and community cohesion between diverse communities and work to eliminate discrimination and harassment
- Having regard to the national priorities for policing set by the Home Secretary, which include terrorism, serious and organised crime, cyber-crime and child sexual exploitation
- Having regard to the need to safeguard and promote the welfare of children
- Achieving value for money and keep collaboration opportunities for policing under review
- Supporting changes in policy and practice that help to reduce our carbon footprint and enable our buildings, fleet and workforce to become more energy efficient.

Police collaboration

The 2011 Act places duties on PCCs and Chief Constables to keep collaboration opportunities under review, and to collaborate where it is in the interests of the efficiency or effectiveness of their own and other police force areas.

PCCs have the overriding authority in determining questions of the relative efficiency or effectiveness of individual collaboration options. Section 23 of the Police Act 1996 (as amended) states that it is a pre-condition of entering into a force collaboration agreement that the Chief Constables who are parties to that agreement each consider that the agreement is in the interests of the efficiency or effectiveness of one or more police forces.

Nottinghamshire's PCC is involved in some national and regional police force collaborations as a means of delivering efficient and effective policing services.

Nationally forces have entered into various collaboration arrangements, including a collaboration agreement for the provision of a **National Police Air Service (NPAS)** and currently formalising arrangements for the provision of strategic procurement services through a company called **BlueLight Commercial**.

In the East Midlands region Nottinghamshire is involved in the following collaborations:

- **East Midlands Police Legal Services:** provides specialist legal advice to all forces and PCCs in the East Midlands
- **East Midlands Special Operations Unit:** regional unit funded by all forces in the East Midlands to tackle major and organised crime and provide forensic services

- **East Midlands Counter Terrorism Intelligence Unit:** regional unit tackling terrorism and domestic extremism to all East Midlands forces.

The PCC leads and is involved in other collaborations in relation to victim support services, these are detailed below.

Local partnerships

The 2011 Act requires the PCC and their staff to work closely with a range of partners and partnerships, not least in order to achieve the outcomes set out in the PCC's Police and Crime Plan and provide an efficient and effective criminal justice system for their area.

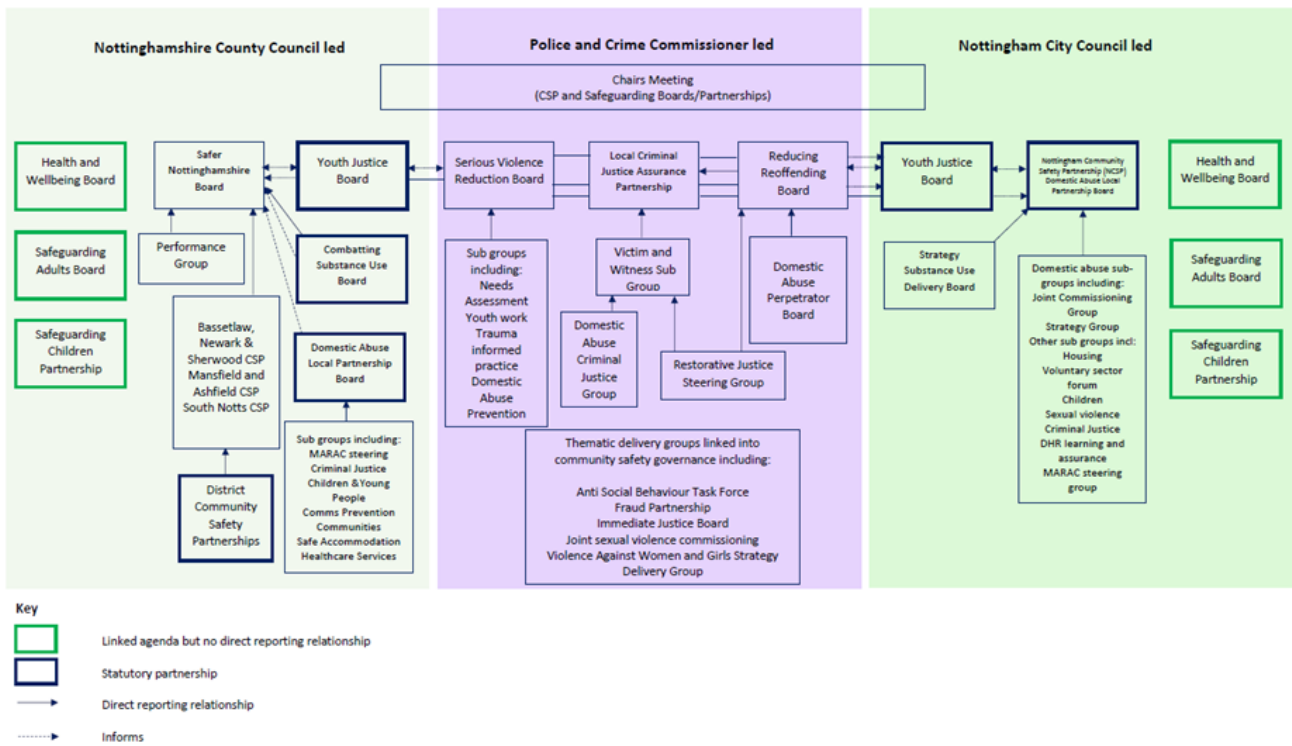
We define a partnership as "*a formal joint working arrangement where there is agreement to co-operate in achieving a common goal, to share information and often pool resources, risks and rewards*" (Audit Commission, 2005).

Under the Serious Violence Duty the PCC has a responsibility to convene partners to tackle serious violence. The forthcoming Victims and Prisoners Bill (at Committee Stage in the House of Lords) will also place a duty on PCCs to collaborate with partners to plan for and commission support services for victims of domestic abuse, sexual violence and serious violence.

The PCC also sits on a number of strategic partnerships, such as:

- Strategic community safety partnerships
- Domestic abuse partnership boards
- Combatting substance use partnerships
- Local Criminal Justice Board (PCC chaired)
- Violence Reduction Executive Board (PCC chaired)
- Youth Offending Board
- Reducing Reoffending Board (OPCC chaired)

The organogram below provides a high level of summary of local community safety related partnerships, including those led by the PCC and their staff.



The 2011 Act provides powers for a PCC to make crime and disorder reduction grants to any organisation or person which, in the opinion of the PCC, will secure or contribute to securing the crime and disorder reduction outcomes for their police area. A PCC may make an award of any grant subject to any processes and conditions (including repayment) which is deemed appropriate.

In Nottinghamshire, the PCC provides funding each year to enable Community Safety Partnerships (CSPs) to meet their priorities and support the delivery of Police and Crime Plan priorities. OPCC staff work closely with local authorities and the CSPs to ensure best use of target hardening and anti-social behaviour funding.

Further information about Nottingham Community Safety Partnership and the Safer Nottinghamshire Board is on the PCC election website [here](#).

Nottingham and Nottinghamshire Violence Reduction Partnership

On 9 April 2018, the Government published its Serious Violence Strategy setting out an ambitious programme of work to respond to increases in knife crime, gun crime and homicide. The Strategy is underpinned by a multi-agency public health approach to understanding the drivers and impacts of serious violence, with a focus on early intervention and prevention, tackling the root causes of violence and preventing young people from becoming involved in crime in the first place.

Since 2019/20, the Government has invested £100m per year in a Serious Violence Fund. £35m from the Fund is assigned to establish, or build on existing Violence Reduction Units, with the remaining funding allocated to fund hotspot and problem orientated policing across the 20 areas worst affected by serious violence. For 2024/25 £1.5m has been

allocated to PCCs to tackle ASB and Serious Violence, using a hotspot approach.

In 2022/23 the PCC received a three-year settlement from the Home Office to invest in the continuation of the multi-agency response to serious violence under the banner of the Nottingham and Nottinghamshire Violence Reduction Partnership. £1,047,170 has been allocated for the 2024/25 financial year, with no funding settlement having yet been announced for the period to follow.

The Serious Violence Duty commenced on 31 January 2023 as part of the Police Crime, Sentencing and Courts Act 2022. The Duty requires specified agencies, including the police, youth justice, health, local authorities, housing, education and fire and rescue to work together to share information, analyse the situation locally and come up with solutions, including the publication of an annual strategy to prevent and reduce serious violence on a local basis. The duty also requires the responsible authorities to consult education, prison and youth custody authorities for the area in the preparation of their serious violence strategy. This multi-agency approach mirrors the arrangements of the 20 Violence Reduction Units already established.

The VRP oversees the strategic leadership and coordination the requirements outlined in the Serious Violence Duty under the convening authority of the Police and Crime Commissioner. The Partnership is governed by the Strategic Violence Reduction Board.

Activity includes, production of mandatory products including the Serious Violence Strategic Needs Assessment and Response Strategy which bring together data and insight from across the partnership to identify priorities. This, in turn, informs the implementation of systems change workstreams, with current priorities focused on education, youth work and trauma informed practice. Additional activity includes the commissioning and evaluation of interventions for those aged 0-25 years and also extends to research, including, determining factors which influence the high number of first time entrants into the criminal justice system in Nottingham City.

The team is co-located alongside youth justice, social care and public health at Loxley House, in line with Home Office guidance. Team members include specialists in youth work, education, policing, youth justice and public health as well as a programme and project management function.

In line with the public health approach there is also a focus on working with and for communities, to that end the team work closely with a collective of volunteer Community Ambassadors.

There has been a 12% reduction in police recorded serious violence, 17% reduction in ambulance callouts to violent events and 9% reduction in inpatient admissions for violent events in the most recent 12 months.

The diagram below sets out the VRP's vision and priorities.

NOTTINGHAMSHIRE POLICE & CRIME COMMISSIONER **VRP** Violence Reduction Partnership Nottingham City and Nottinghamshire

Our vision
Our vision is for Nottingham and Nottinghamshire communities to feel safe from violence and the fear of violence.

Our mission
We will work with communities to prevent violence and reduce its harmful impacts through developing a detailed understanding of its causes and investment in evidence-based interventions that make a lasting difference.

Our principles
We will:

- Focus on what will make a difference to whole populations
- Work as a whole system, rather than individual organisations
- Intervene early to prevent issues emerging
- Consider and respond to the 'causes' of serious violence
- Ensure our work is evidence-informed to make the most impact

Our priorities

Provide inclusive system leadership
We will work with partners in the local safeguarding and community safety partnerships, including third sector, to drive system change required to prevent serious violence in the long term.
For example
We will develop and implement a Trauma Informed Strategy to ensure communities have access to trauma informed services. We will also implement our Youth Work Strategy to ensure all children and young people have access to high quality youth services.

Make best use of data sharing, insight and evidence
We will use multi-agency data, insight and evidence to improve our understanding of the nature and causes of violence locally to shape our system wide response.
For example
We will gain more insight by listening to communities, young people and those with lived experience to shape our response. We will also ensure we have access to high quality data from across the partnership.

Deliver and evaluate early intervention and prevention activity
We will co-design, implement and evaluate evidence informed interventions that address causes of serious violence, whilst contributing to the local and national evidence base.
For example
We will work with partners and communities to deliver projects that support children and young people here and now, including targeted outreach, sport and therapy, and we will evaluate them to inform our understanding of 'what works' to reduce serious violence.

Our impact

- Children and young people achieve positive outcomes
- Communities feel safe
- Serious violence is reduced

Nottinghamshire and City of Nottingham Fire Authority

The PCC is a voting member of the Nottinghamshire and City of Nottingham Fire Authority, a role in Fire governance permitted under the Policing and Crime Act 2017 (the 2017 Act)⁴. Neither the former or the current PCC have favoured making the statutorily required business case for the 'Governance Model' which, if permitted by the Home Secretary, would abolish the Fire & Rescue Authority locally. To date collaboration between policing and fire has largely been related to colocation.

The PCC has a statutory duty to keep these matters under review, this is supported by the OPCC staff.

Further information about Nottinghamshire Fire and Rescue Services is available on the PCC election website and from [Nottinghamshire Fire and Rescue Service](#).

Local criminal justice board (LCJB)

The PCC has chaired and convened the Nottinghamshire Criminal Justice Board since 2022, bringing together senior partners from police, probation, HM Courts, Crown Prosecution Service, Prison Service and Youth Justice Service to review, scrutinise and drive efficiencies and improvements in criminal justice processes. This has included a priority focus on critical issues and risks such as backlogs in the courts, capacity and

⁴ The so-called 'Representation Model' under the 2017 Act.

resilience of the judiciary, implementation of the code of practice for victims and reducing reoffending. The work of the LCJB is underpinned by an annual delivery plan and informed by the work of a number of thematic subgroups – including the Reducing Reoffending Board, Out of Court Disposals Board and Victim and Witnesses Subgroup.

Victims of crime

Since October 2014, PCCs have had the responsibility for commissioning local victims' services. PCCs receive a Victim Services Grant from the Ministry of Justice (MoJ) to facilitate this.

Nottinghamshire PCC has secured several other ringfenced grants to support victims, including:

- Devolved rape support fund - MoJ
- Independent Domestic Violence Advocate (IDVA) uplifts – MoJ (following Covid)
- Independent Sexual Violence Adviser uplifts – MoJ (following Covid)
- Domestic Abuse and Sexual Violence uplift – MoJ (following Covid)
- Children Affected by Domestic Abuse (CADA) – Home Office
- NHS England Pathfinder (sexual violence)

The Commissioner uses this funding to commission a number of services to support victims, including:

- Nottinghamshire Victim CARE
- Restorative Nottinghamshire, co-commissioned with East Midlands Probation
- Domestic abuse support services including IDVAs, co-commissioned with Nottingham City and Nottinghamshire County Councils
- Adult Sexual Assault Referral Centre (“SARC”), co-commissioned with NHS England
- Paediatric Sexual Assault Referral Centre, co-commissioned with NHS England, Derbyshire, Leicestershire, Lincolnshire and Northamptonshire PCCs
- Adult ISVA service, co-commissioned with Nottingham City and Nottinghamshire County Councils, includes Survivor Support Service set up as a result of Nottinghamshire’s IICSA Inquiry
- Children’s ISVA (CHISVA) service
- Sexual violence hub and therapy service, co-commissioned with Integrated Care Board, Nottingham City and Nottinghamshire County Councils
- Non domestic stalking advocacy service
- Modern slavery case management and support, co-commissioned with Nottingham City and all Nottinghamshire’s borough and district councils.

Nottinghamshire Victim CARE has recently been recommissioned, with changes made to the service to ensure that all victims are referred into support unless they specifically state otherwise. The service offers information, practical support and advocacy to help victims cope and recover from crime. It includes a discrete service for children and young people called “Got Your Back”.

SARCs provide a single place for sexual violence survivors to access crisis, forensic and sexual health support. The adult and paediatric SARC contracts expire in March 2025 and will be recommissioned with NHS England during 2024.

Local partnership funding is in place for ISVA and sexual violence hub and therapy services until December 2025, with the PCC underwriting some funding for the April – December 2025 period from earmarked reserves, pending national ISVA funding confirmation. The OPCC is leading multi-agency discussions and producing a needs assessment in the first half of 2024, to inform future commissioning activity later in the year.

Domestic abuse commissioning is led by the local authorities, set out in partnership agreements and governed by the Domestic Abuse Partnership Boards. Services include Nottinghamshire's Domestic Abuse Helpline, MARAC, court and teen IDVAs, outreach support. Services provide safety planning, emotional and practical support and advocacy. The PCC does not support any accommodation-based support as this is paid for by Domestic Abuse Statutory Duty funding to the local authorities.

Restorative Nottinghamshire is a newly commissioned service co-commissioned with HMPPS and using the best available evidence to put a new model in place to support victims with restorative justice, in addition targeting violent and acquisitive offenders who are most likely to reoffend.

All victims support services in Nottinghamshire feed into the extensive community safety governance arrangements set out earlier.

The Victims and Prisoners Bill is currently in committee stage at the House of Lords and includes a wide range of measures to improve victims' experiences of the Criminal Justice System. Among them is provision for a statutory duty for PCCs and Integrated Care Boards to work together when commissioning support services for victims of sexual abuse, domestic violence, and other serious violence, so that services can be strategically coordinated and targeted where victims need them. The Bill will also enact the Justice Committee's recommendations to strengthen arrangements for those serving sentences of imprisonment for public protection (IPP) as well as introducing a variety of parole system reforms.

4. Strategic and financial planning and the financial position

The PCC's/OPCC's Strategic and Financial Planning Process (the Process) is continuous and iterative, allowing for developments to reflect the changing policing and crime needs of the communities. It is split into five key stages:

1. **Planning** – this stage involves the development of a plan to set out the various activities/action/projects that are required to ensure delivery of a Police and Crime Plan or Plan refresh and a balanced budget, in accordance with statutory deadlines.
2. **Information Gathering** – information is required from a number of inputs to help formulate the Police and Crime Plan priorities, including horizon-scanning of the national and regional landscape, the Force's work on demand and current operational threats, and the results of various community and partner engagement and statutory public consultation activities.
3. **Formulation** – analysis of all the information gathered to begin shaping policing and crime priorities for discussion with the Chief Constable and her senior team, and other key stakeholders.
4. **Commissioning** – this stage involves finalising and publishing the Police and Crime Plan or Plan refresh, and understanding the delivery plans of the Force, OPCC and key commissioned providers.
5. **Reviewing** – The OPCC works with those commissioned to deliver activity in support of the published priorities and outcomes, and monitors progress by the Force, the OPCC and key commissioned providers. This then leads to evaluation and assessment to ensure evidence-based decisions are made about continuing funding in a particular direction, as part of the next annual planning cycle.

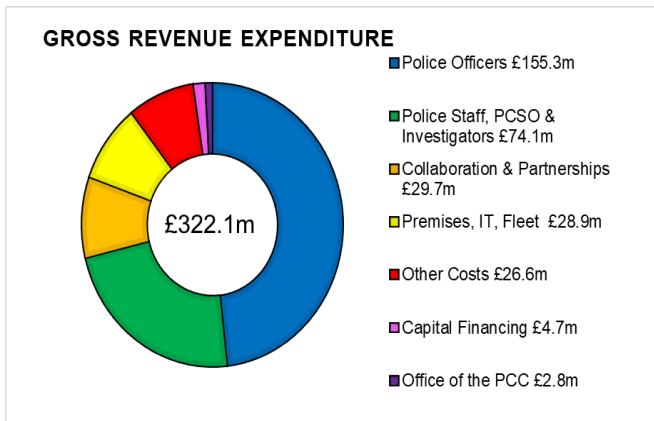
Funding for Policing in Nottinghamshire

The majority of funding (67%) for the operational costs of policing in Nottinghamshire comes from Government. There is a forecast underspend in 2023/4 (as in January 2024) of £5.4m, this mostly relates to Operation Safeguard and Investment Income).

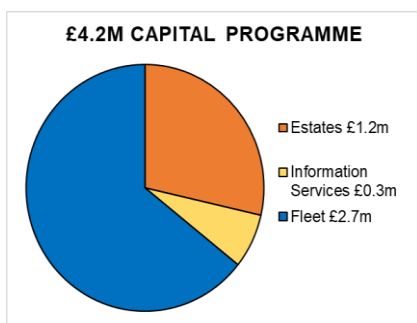
The PCC has agreed the following for 2024/5:

- A **net revenue budget** of £289m. The majority of the revenue budget provides the funding for the Chief Constable to meet the day to day running costs of the Force.
- An increase in the **council tax precept** of between £8.64 and £25.92 per annum (according to council tax band), with the increase for the middle band (band D) amounting to £12.96 (or 4.8%) per annum.
- A **capital programme** of £4.2m, built upon the force's current priorities - ensuring premises and equipment are fit for purpose, appropriately maintained, and replaced at the end of their useful life. The majority of capital spending is financed by borrowing.

Gross revenue and capital spending is summarised in the following diagrams:



The £29.7m collaboration and partnerships expenditure includes £12.2m for PCC grants and commissioning.



Medium term financial plan (MTFP)

The MTFP provides provisional service budgets for 2025-26 to 2028-29. The Government has yet to set grant allocations for these years. Estimates are therefore based on prudent assumptions, however risk remains that grant income will be lower than assumed, and significant specific grants may not continue at the same level or at all. Prudent assumptions have been made about future council tax increases.

On current assumptions the budget requires a further plan for more efficiency savings and potentially an increased use of reserves to balance the MTFP. This is based on maintaining the resources available for police officers/PCSOs and maintaining appropriate numbers of police staff. It also makes provision for smoothing the impact of OPCC specific grants that may cease or be reduced.

Financial balance will be achieved across the medium term as a result of increased contributions from Nottinghamshire council taxpayers, use of reserves and further efficiency savings. Implementation of the long-awaited Formula Funding Review may also impact on the MTFP.

Continually improving productivity and efficiency together with achieving additional Government funding are key to maintaining sufficient levels of policing into the medium term. Continuing sound financial control will also be key to maintaining financial balance into the medium term.

The summary MTFP table below demonstrates the emerging budget gap.

	Budget	Medium Term Financial Plan - as at January 2024			
	2024-25 £m	2025-26 £m	2026-27 £m	2027-28 £m	2028-29 £m
Revenue Expenditure	289.7	302.8	311.3	317.2	323.6
Direct Revenue Financing	0.0	0.0	0.0	0.0	0.0
Total Expenditure	289.7	302.8	311.3	317.2	323.6
Core Funding	286.4	292.8	302.7	312.3	320.8
Use of Reserves	3.3	2.1	2.6	1.9	0.0
Total Funding Available	289.7	294.9	305.3	314.2	320.8
Net Surplus/(Deficit)	0.0	(7.9)	(6.0)	(3.0)	(2.8)
Core Efficiency Requirement (BAU)	0.0	1.0	1.7	2.1	2.4
Cumulative Stretch Efficiency Targets	0.0	2.0	2.9	3.6	4.0
Total Efficiency Requirements	0.0	3.0	4.6	5.7	6.4
Use of Reserves from/(to) / One-off savings	0.0	4.9	1.4	(2.7)	(3.6)
Net Surplus/(Deficit)	0.0	0.0	0.0	0.0	(0.0)

Reserves Strategy

As part of the annual budget process, the PCC approves a Reserves Strategy which shows the levels of financial reserves and the purpose for which they are held. National guidance makes clear that the adequacy of the PCC's reserves should be assessed in the context of its strategic, operational and financial risks.

Reserves fall into two categories:

- General Reserves – To fund day to day cash flow requirements and to provide a contingency in the event of unexpected events/emergencies.
- Earmarked Reserves – These are created for specific purposes to set aside funds to meet known or predicted future liabilities.

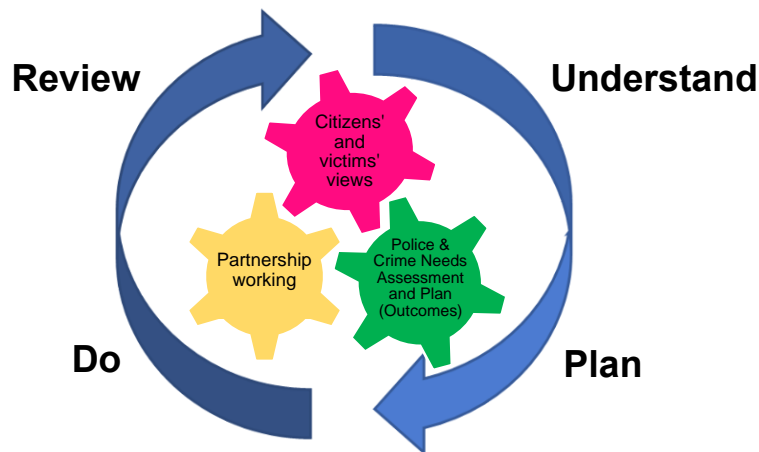
The level of reserves is assessed against potential risks that the PCC and the Force face each year. Reserves can be used to meet one off expenditure, however once used they are not available to support future years. They are therefore most suited to covering one off unexpected costs or costs that are likely to be incurred in the future but the level and timing is uncertain.

The PCC currently holds a General Reserve of £9.0m, 3.1% of total net budget in 2024-25. It has previously been established that General Reserves will be maintained at a level above the minimum of 2.0%, £5.8m of the total net budget. Similarly, the General Reserve should be set at a prudent and not excessive level, as holding high level of reserves can impact on resources available and therefore performance. As such the maximum level of General Reserves is set at 5.0%, £14.5m of the total net budget.

There are no plans to use this to balance the 2024-25 revenue budget, and it looks unlikely to become necessary to do so during the MTFP, with Earmarked Reserves being utilised in the first instance. The Reserves Strategy provides details of the risk-based assessment that has been undertaken.

Grants and commissioning funding

Commissioning is deciding how best to use PCC resources to deliver Police and Crime Plan objectives and best possible outcomes for local people. It is often described as a continuous cycle which assesses need, determines priorities, designs and sources services and evaluates performance. The OPCC uses the Police and Crime Needs Assessment and consultation and engagement with victims, local people and partners to inform commissioned activity. The following model sets out this approach:



All PCC commissioned activity contributes towards the delivery of the Police and Crime Plan Delivery Plan under its three strategic priorities:

- Preventing crime and protecting people from harm
- Responding efficiently and effectively to community needs
- Supporting victims and survivors, witnesses and communities

Commissioning principles are that it is:

- Needs led and evidenced based: using needs assessments and the best available evidence to inform funding decisions
- Co-produced: working with people with lived experience to shape services that best meet their needs
- Victim-centred (where applicable): ensuring services for victims and survivors place their needs at the heart of support services
- Outcomes-focussed: ensuring that services deliver outcomes as well as activity
- Equitable: meeting the needs of all Nottinghamshire's diverse communities
- Co-commissioned: collaborating with partners to align strategic commissioning intentions, pooling budgets where desirable to ensure value for money
- Fair, open and transparent: following Financial Regulations and good practice to provide opportunities for a wide range of providers including the third sector
- Value for money: working with partners and commissioned providers to drive down costs and get the right services in place at the right time to prevent need escalation
- Achieving social value: ensuring commissioned activity helps to deliver the Police and Crime Plan and bring wider benefit to Nottinghamshire's communities.

There is a £12.2m commissioning budget in place for 2024-5, the majority of which is funded by Government grants or local partner income. Income is shown below:

2024/5 PCC commissioning income

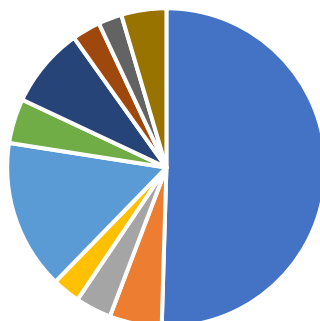


- PCC core commissioning budget
- MOJ Victim Services Core Grant
- Local probation funding
- Short term MOJ, Home Office and NHSE victims funding
- Local partner income for sexual violence support services
- Home Office - DA perpetrator Funding
- Home Office - Safer Streets 5 Funding
- Immediate Justice (ASB)
- Serious Violence funding

Around half of the 2024/5 commissioning budget includes Government and NHSE income (c£6m) which is due to finish in March 2025. Short term funding pays for support for additional specialist domestic abuse and sexual violence posts as well as tackling serious violence, anti-social behaviour and domestic abuse offending. The funding picture may change, as it is aligned to the timing of national Comprehensive Spending Reviews. The OPCC is working with partners to develop options to manage the projected reduction in funding.

The agreed commissioning budget for 2024/5 is as follows:

2024/5 commissioning budget



- Victim Support Services
- Substance use services
- Community Safety Partnerships
- Make Notts Safe Grants
- Violence reduction
- Target hardening
- ASB
- DVA Perpetrator
- Out of court disposals
- Other commissioning

5. The governance and assurance arrangements

The PCC has a Joint Code of Corporate Governance and Working Together with the Chief Constable. It sets out how the PCC and Chief Constable as two separate legal entities ('corporations sole') conduct their organisations, both jointly and separately, in accordance with the Statutory Framework, Principles of Good Governance and Governance Framework as contained in the Statement of Corporate Governance, by identifying the key enablers which underpin the seven Good Governance Core Principles⁵ as adapted by the PCC and the Chief Constable. Importantly, it also provides an appropriate level of control and flexibility to enable the Chief Constable to make timely, efficient and effective operational decisions. The "Working Together" document:

- recognises the PCC as the recipient of all funding, responsible for totality of policing and setting strategic direction, holding the Chief Constable to account
- recognises the operational independence of Nottinghamshire Police
- builds on existing good governance principles and experience and
- includes schemes of delegation and consent, financial regulations and standing orders as to contracts

Governance and assurance arrangements

One of the principal responsibilities of the PCC is to hold the Chief Constable to account in the exercise of their functions, on behalf of the public, for the effective and efficient operation of the police service in Nottinghamshire.

There is no legal definition of 'holding to account', or statutory or other guidance on what 'holding to account' arrangements should look like. The Centre for Public Scrutiny advocates four principles for 'holding to account' arrangements to be effective:

- Provides a constructive "critical friend" challenge
- Amplifies the voices and concerns of the public
- Is led by independent people who take responsibility for their role
- Drives improvement in public services

There are limited time and resources available to the PCC and the OPCC to scrutinise Nottinghamshire Police in all the areas in which the PCC is required to hold the Chief Constable to account. The PCC therefore adopts a risk-based approach and focuses on those areas posing most significant risk, including to the delivery of the PCC's Police and Crime Plan.

Assurance is sought through a combination of meetings and activity by the PCC / OPCC staff, internal and external audit, assurance panels and committees, the public and stakeholders, in addition to HMICFRS / other external inspectors / scrutiny arrangements.

Formal Meetings and Informal Arrangements

The PCC meets the Chief Constable on a weekly basis.

⁵ CIPFA Delivering Good Governance in Local Government (2016)

The PCC's **Accountability Board**: is held 11 times a year and receives formal reports from Nottinghamshire Police on delivery and performance against the Police and Crime Plan priorities and its budget monitoring and reporting decisions of significant public interest.

A variety of themed **Assurance Panels and committees** have also been established. These include a Joint Audit Committee of the PCC and Chief Constable (JIAC) held in compliance with the Home Office Financial Management Code of Practice and 2018 CIPFA guidance. This provides independent assurance on the adequacy of the risk management framework, the internal control environment, value for money and the integrity of financial reporting and annual governance processes.

Internal audit

The PCC's internal audit service supports the 'holding to account' arrangements by providing independent objective assurance on potential gaps or weaknesses in organisational infrastructure, including arrangements, controls, systems and processes for risk management; financial management; information / IT governance; performance management; asset management and decision making.

Independent Community Scrutiny Panel

The OPCC introduced an Independent Community Scrutiny Panel (ICSP) in 2022 comprising of 6 community representatives who undertake deep dive scrutiny of specific areas of policing such as stop and search, use of force and response to hate crime on a quarterly basis. The process has been designed to help improve perceptions and experience of policing among Black and Minority Ethnic communities through greater transparency and accountability and improving understanding of how the policing powers are used in Nottinghamshire. Cases for scrutiny are randomly selected and will involve a review of body worn video and supporting information from occurrence reports and incident logs. Panel members will also listen to audio files and contact management files which capture interactions between police, police staff and members of the public.

Recommendations made by the panel are referred directly to the Head of Local Policing to disseminate learning and are discussed at the force's Powers Board, where representatives from the OPCC are present to capture assurances of how recommendations are impacting upon organisational learning and provide feedback to the ICSP.

Police and Crime Panel

The **Police and Crime Panel** (PCP) fulfils an important constitutional role in reviewing and scrutinising the actions and decisions of the PCC. PCP powers include the ability to review the police and crime plan and annual report, veto decisions such as the amount of the policing precept in council tax, request PCC papers and call the PCC and Chief Constable to public hearings. The PCP also has a supporting role in respect of the PCC's delivery of the role and responsibilities.

The PCP is hosted and run by Nottinghamshire County Council and further information is on their website [here](#).

6. The Office of the Police and Crime Commissioner (OPCC)

The PCC is supported in by team of dedicated individuals in the OPCC, highly committed to public service, and with a broad range of responsibilities, expertise and experience.

OPCC Structure and Statutory Officer Roles

There are many variations in size, structure and configuration of OPCCs in England & Wales, and it is impractical to compare them, or their cost, without first understanding how and why each OPCC has been configured.

Variations reflect local determinants - including historical arrangements, how a PCC has chosen to discharge certain functions, and the different priorities of individual PCCs elected on different local mandates. By law all PCCs must employ a **Chief Executive** (who is also the monitoring officer) and a **Chief Finance Officer** (the s.151 officer⁶). These are known as **the OPCC's two statutory officers**.

The **Chief Executive** is the '**Head of Paid Service**'⁷, whose role it is to determine:

- the manner in which the discharge of the PCC's functions is co-ordinated
- the number and grades of staff required, and
- the organisation, appointment and proper management of staff

in order to manage and deliver the priorities requested by their PCC and effectively discharge the statutory responsibilities of the PCC and their statutory officers.

The Chief Executive is also the '**Monitoring Officer**', a role well established in local authorities. The Monitoring Officer ensures that the PCC, and anyone acting on the PCC's behalf (including any OPCC staff or Notts Police officers or staff who have PCC-consented or delegated responsibilities), acts lawfully and in such a way as not to constitute maladministration.

The Monitoring Officer, Michelle Buttery, is the person you need to contact for information or to arrange discussions,

including any requests of Nottinghamshire Police, contact:

Tel: 0115 844 5998

ExecutiveSupport@Notts.police.uk

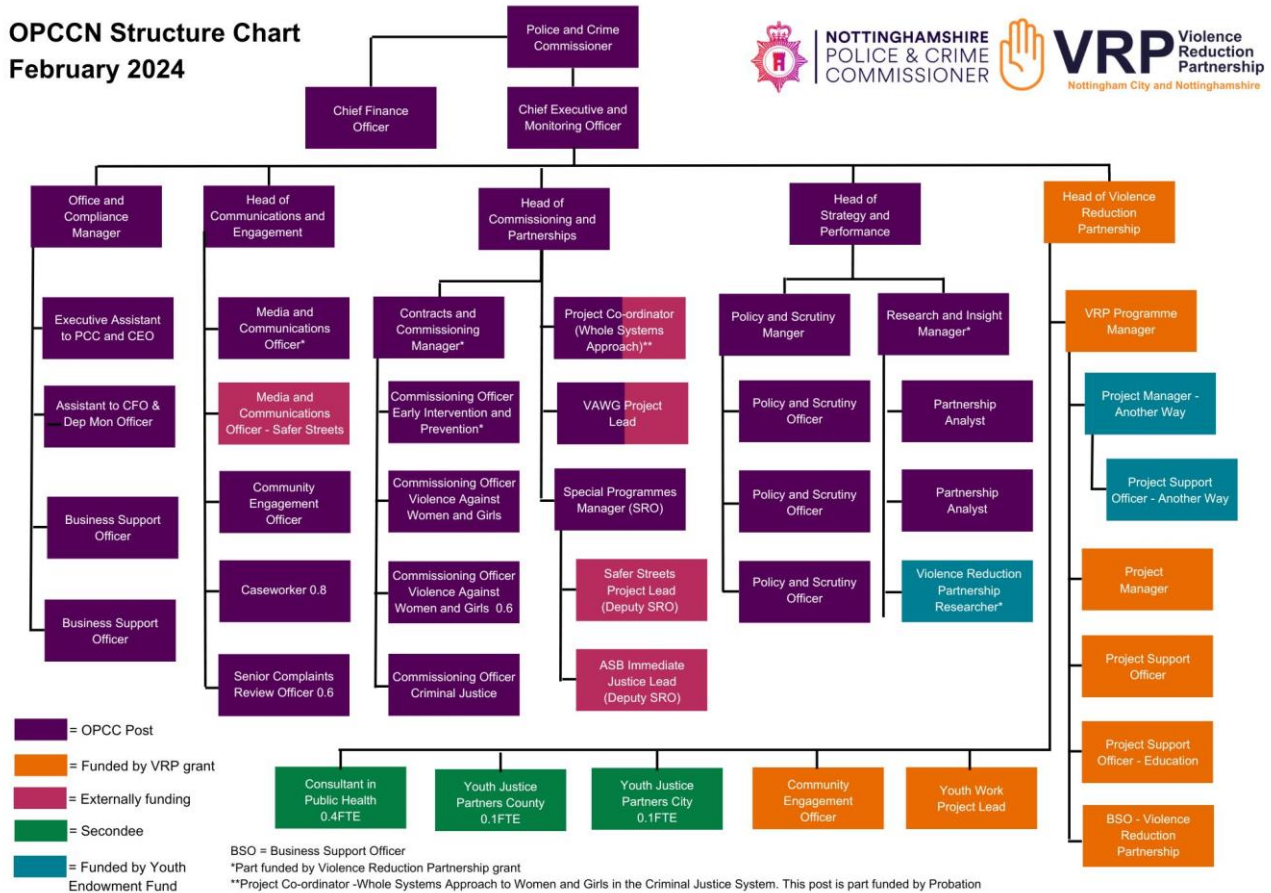
The **OPCC's Chief Finance Officer** has similar legal duties and responsibilities in connection with any unlawful, or potentially unlawful, spending by the PCC or those acting on the PCC's behalf. The principal part of the role is proper administration of the PCC's financial affairs; a stewardship role. But the role also involves strategic financial planning, advising the PCC on the impact of any budget, spending and commissioning decisions, and helping the PCC to obtain best value for Nottinghamshire's communities.

⁶ under the Local Government Act 1972

⁷ under the Local Government and Housing Act 1989

The OPCC and VRP structures aim to ensure a balance between offering sufficient resource to allow the PCC to effectively discharge her responsibilities, while having an eye on the cost of such resource. Reliance on Force resources and procured services has been kept to a minimum.

There are 28.6 full time equivalent staff in the OPCC and 7 full time equivalent staff in the VRP. Posts are politically restricted. The team structure is below:



7. National Support Associations

The **Association of Police and Crime Commissioners (APCC)** is a company limited by guarantee. The APCC services are overseen and directed by the Chairman and board of Directors. The APCC offers the following services to PCCs:

- Information on national policing policy issues and legislation.
- Consults PCCs to enable them to develop policy positions and to influence change.
- Facilitates the leadership of PCCs on national governance structures such as the College of Policing, National Crime Agency and Police Professional Bodies.
- Assists PCCs in collaborating to share practice, procure services, and identify ways to achieve efficiencies through working together.

All 41 PCCs are members of APCC. The governing bodies which oversee the non-geographic police forces (British Transport Police, Civil Nuclear Constabulary, and the Ministry of Defence Police), the City of London Police and the Mayor's Office for Policing and Crime (overseeing the Metropolitan Police) are also members of the APCC. They provide considerable strength in numbers, coming together to influence change nationally.

The **Association of Policing and Crime Chief Executives (APACCE)** is the professional body which represents chief executives and other senior staff within OPCCs. The Association elects an officer group each year to lead them and employs a research and co-ordination officer who co-ordinates activities on behalf of the Association. APACCE aims to:

- Provide professional support and development for its members in their role of providing advice, technical, legal, procedural and administrative support to the offices of police and crime commissioners
- Liaise and work closely on behalf of its members with any bodies representing the interests of police and crime commissioners, chief officers and police and crime panels, any body representing the interests of police and crime commissioner's chief finance officers, government departments and other relevant bodies
- Provide a forum for professional debate within its membership and with partner organisations in policing, local and central government
- Represent and promote the interests of its members to key stakeholders and partners involved in the governance of policing and crime

The **Police and Crime Commissioners Treasurers' Society (PACCTS)**: PCC Treasurers (S 151 officers) have the statutory responsibility for securing proper management of the finances of their police force. PACCTS represents the Treasurers of each of the 41 Police and Crime Commissioners in England and Wales, as well as the Treasurer to the Mayor's Office for Policing and Crime, and the Chamberlain of the Common Council of the City of London.

PACCTS provides a forum for members to share expertise on issues affecting police finance and enables members to speak with a united voice to central government to promote the values and interests of PCCs. The Society is funded by a small annual subscription from each member which contributes towards the costs of the Society's events and the Technical Support Team.