

NOTTINGHAMSHIRE POLICE AND CRIME PANEL

Monday, 05 September 2016 at 14:00

**County Hall, County Hall, West Bridgford, Nottingham, NG2
7QP**

**There will be a pre-meeting for Panel Members only
in Committee Room C at 1.15pm**

AGENDA

- | | | |
|----------|---|----------------------|
| 1 | Minutes of last meeting held on 6 June 2016 | 3 - 14 |
| 2 | Apologies for Absence | |
| 3 | Declarations of Interests by Members and Officers:- (see note below)
(a) Disclosable Pecuniary Interests
(b) Private Interests (pecuniary and non-pecuniary) | |
| 4 | Work Programme | 15 - 18 |
| 5 | Police and Crime Commissioner's Update | 19 - 60 |
| 6 | Police and Crime Plan Annual Report 2015-16 | 61 - 114 |
| 7 | Refreshed Police and Crime Delivery Plan 2016-18 | 115 -
128 |

Notes

- (a) Members of the public are welcome to attend to observe meetings of the Police and Crime Panel. Please note that there is no opportunity for the public to speak at these meetings.
- (b) Declarations of Interests – Persons making a declaration of interest should have regard to their own Council's Code of Conduct and the Panel's Procedural Rules.

Members or Officers requiring clarification on whether to make a declaration of interest are invited to contact Keith Ford (Tel. 0115 9772590) or a colleague in Democratic Services at Nottinghamshire County Council prior to the meeting.

- (c) Members of the public wishing to inspect 'Background Papers' referred to in the reports on the agenda or Schedule 12A of the Local Government Act should contact:-

Customer Services Centre 0300 500 80 80

- (d) Membership:-

Mrs Christine Goldstraw OBE – Independent Member - Chair
Councillor Debbie Mason – Rushcliffe Borough Council – Chair

Mayor Kate Allsop – Mansfield District Council
Mr Rizwan Araf – Independent Member
Councillor Andrew Brown – Nottinghamshire County Council
Councillor Cheryl Butler – Ashfield District Council
Councillor David Challinor – Bassetlaw District Council
Councillor Azad Choudhry - Nottingham City Council
Councillor Mike Edwards - Nottingham City Council
Councillor David Ellis – Gedling Borough Council
Councillor Glynn Gilfoyle – Nottinghamshire County Council
Councillor Keith Girling – Newark & Sherwood District Council
Councillor John Handley – Nottinghamshire County Council
Mrs Suma Harding – Independent Member
Councillor Nicola Heaton – Nottingham City Council
Councillor Tony Harper – Broxtowe Borough Council
Councillor Keith Longdon – Nottinghamshire County Council
Mr Bob Vaughan-Newton – Independent Member
Councillor Linda Woodings – Nottingham City Council

MINUTES OF THE MEETING HELD ON MONDAY 6th JUNE 2016 AT 2.00 PM AT COUNTY HALL

MEMBERS PRESENT

(A denotes absent)

Chairman - Christine Goldstraw OBE – Independent Member
Vice-Chairman Councillor Debbie Mason – Rushcliffe Borough Council

Executive Mayor Kate Allsop – Mansfield District Council
Rizwan Araf – Independent Member -A
Councillor Andrew Brown – Nottinghamshire County Council
Councillor Cheryl Butler – Ashfield District Council -A
Councillor David Challinor – Bassetlaw District Council -A
Councillor Azad Choudhry – Nottingham City Council -A
Councillor Michael Edwards – Nottingham City Council
Councillor David Ellis – Gedling Borough Council
Councillor Glynn Gilfoyle – Nottinghamshire County Council-A
Councillor Keith Girling – Newark and Sherwood District Council
Councillor Alice Grice – Nottinghamshire County Council
Councillor John Handley – Nottinghamshire County Council
Suma Harding – Independent Member
Councillor Tony Harper – Broxtowe Borough Council
Councillor Nicola Heaton – Nottingham City Council
Councillor Keith Longdon – Nottinghamshire County Council -A
Bob Vaughan-Newton – Independent Member
Councillor Linda Woodings – Nottingham City Council

OFFICERS PRESENT

Keith Ford – Team Manager, Democratic Services) Nottinghamshire
Pete Barker – Democratic Services Officer) County Council
	(Host Authority)

OTHERS PRESENT

Paddy Tipping – Police and Crime Commissioner (PCC)
Chris Cutland – Deputy Police and Crime Commissioner (DPCC)
Paul Dawkins – Assistant Chief Officer, Finance and Resources
Kevin Dennis – Chief Executive, Office of PCC (OPCC)
Chris Eyre – Chief Constable
Sue Fish – Deputy Chief Constable
Charlotte Radford – Chief Finance Officer (OPCC)

1. ELECTION OF CHAIRMAN

RESOLVED 2016/009

That Christine Goldstraw OBE be appointed Chairman of the Panel for the 2016/17 municipal year.

2. ELECTION OF VICE CHAIRMAN

RESOLVED 2016/010

That Councillor Debbie Mason be appointed Vice-Chairman of the Panel for the 2016/17 municipal year.

3. MINUTES OF LAST MEETING

The minutes of the meeting held on 18 April 2016, having been previously circulated, were agreed as a true and correct record and were confirmed and signed by the Chair of the meeting.

4. APOLOGIES FOR ABSENCE

Apologies for absence were received from Councillor Araf, Councillor Challinor, Councillor Choudhry, Councillor Gilfoyle and Councillor Longdon.

5. MEMBERSHIP

It was reported that Councillor Choudhry, Councillor Edwards and Councillor Girling had been appointed in place of Councillor Campbell, Councillor Khan and Councillor Roberts respectively.

It was further reported that Councillor Grice had been appointed in place of Councillor Gilfoyle for this meeting only.

6. DECLARATIONS OF INTEREST

No declarations of interest were made.

7. RULES OF PROCEDURE

Keith Ford introduced the report and informed the Panel that this report was brought annually to the Panel's first meeting of the municipal year. The rules were agreed at the very first meeting of the Panel and the contents of the report were especially useful to new members of the Panel.

RESOLVED 2016/011

That the Panel's Rules of Procedure, as set out in the appendix to the report, be noted.

8. REVIEW OF MEMBERSHIP - BALANCED APPOINTMENT OBJECTIVE

Keith Ford introduced the report and stated that as there had been no local elections recently the political balance of the Panel remained unaffected. Keith informed the Panel that there had been some changes to representation on the Panel made by the relevant Councils and that these changes were detailed in the report. Keith informed the Panel that as the independent members were appointed for a two year term last year no such new appointments were required at this time.

RESOLVED 2016/012

- 1. That the changes in Council representation on the Panel, as detailed in paragraph 6 of the report, be noted.**
- 2. That, in light of the balanced appointment objective being met, no further changes to the Panel's membership be pursued at this point.**

9. RESULTS OF THE POLICE AND CRIME COMMISSIONER ELECTION

The Chairman introduced the report, congratulated the Commissioner on his re-election and hoped that the runners up were not too downhearted.

During discussions the Panel raised the following points:

- The Panel congratulated the Commissioner on his re-election but expressed disappointment at the low turnout. The Panel noted that the turnout for the PCC elections was higher in areas where other elections were taking place at the same time and gave the example of the Welsh Assembly elections where the turnout for the PCC elections was 40% compared to the turnout in England of approximately 20%, where the vast majority of Force areas had no other elections. The Commissioner welcomed the new members of the Panel and agreed that the low turnout was disappointing. The Commissioner informed the Panel that there were many spoilt ballot papers and spoke of the difficulties in reaching such a large electorate, which in Nottinghamshire was 800,000. The Commissioner felt that a free mailshot would be a positive development and had recently written to the Electoral Commission who would welcome comments on the process.

RESOLVED 2016/013

That the results of the recent election be noted.

10. WORK PROGRAMME

Keith Ford introduced the report and informed the Panel that the programme had been updated after liaising with the OPCC. Keith stated that a 12 month monitoring report on the Police and Crime Plan was due to be taken to the September meeting of the Panel and that he welcomed views from Panel members either within the meeting or outside for topics for the December meeting. Keith reminded members that the February meeting

would consider the Commissioner's proposed Council Tax Precept and Budget for 2017/18.

During discussions the Panel raised the following points:

- In answer to questions as to how the Panel works the Chair informed members that in the past task and finish groups had been set up to look at specific issues and that also there had been one day and half day workshops convened on various subjects, including the budget review. Keith Ford confirmed that the Panel was supposed to focus on particular topics and that it was up to the Panel how it approached them. The Commissioner stated that he was always willing to address questions on any topic. The Panel felt it would be useful if someone working in the criminal justice arena could attend the September meeting to speak about their work area. The Chair confirmed that the Work Programme is adaptable and would probably need to change.

RESOLVED 2016/014

That the Work programme be updated in line with Members' suggestions as appropriate.

11. CHIEF CONSTABLE RECRUITMENT

The Commissioner introduced the report and paid tribute to the Chief Constable who has overseen a period where crime in Nottinghamshire has been falling quicker than anywhere else in the country and where the Force is improving faster than any other Force. The Commissioner also thanked Sue Fish for agreeing to delay her retirement until the end of March 2017 and confirmed that Sue would address the Panel at the September meeting to inform them of her plans for the future. The Commissioner informed the Panel that he was keen to appoint a new Chief Constable as soon as possible but that the recruiting of Chief Constables was difficult. The Commissioner hoped that the process could be completed before Christmas which would allow a period of overlap for the new Chief Constable before Sue retired.

During discussions the Panel raised the following points:

- The Panel asked the Commissioner about the process of appointing Sue temporarily to the post of Chief Constable and the Commissioner confirmed that he had discussed the matter with the Chief Executive and the Chief Constable and that he was keen not to lose the two most senior officers at the same time. The Commissioner also confirmed that Simon Torr would begin his role as Deputy Chief Constable on 11th June. In answer to the question about the extent of the increased pension costs that would result from Sue staying and acting up the Commissioner replied that the figure was not yet known as negotiations were continuing but that he would inform the Panel as soon as he knew.
- The Panel agreed with the Commissioner that it was important that the right appointment was made but concern was expressed at the length of time the recruitment process would take. The Commissioner replied that the work on appointing an independent assessor had begun and that he was due to meet the

Chief Executive of the College of Policing soon. The Commissioner assured the Panel that if the process could be completed sooner then it would be. The Chair stated that if it helped then the Panel could meet earlier than currently planned.

RESOLVED 2016/015

- 1. That the contents of the report be noted.**
- 2. That the organisation, in December 2016 at the latest, of an appointment confirmation hearing to enable the Panel to review the recruitment process in accordance with legislation, be approved.**

12. POLICE AND CRIME COMMISSIONER'S UPDATE REPORT

The Commissioner introduced the report and confirmed that crime continued to fall. The Commissioner confirmed that this included violent crime with significant progress being made with the City's night time economy where the use of street pastors has proved to be effective attracting 120 volunteers, with plans to roll out the scheme across the County. The Commissioner informed the Panel that he had been briefed regarding the knife incidents that had taken place in the past week and that the recent bomb scare had highlighted the need to re-work the relevant protocols.

The Commissioner reported that the Grade 2 response time were not meeting the targets, especially in the Ashfield/Mansfield area, though this could be explained by the fact that the new processes are bedding in. The Commissioner told the Panel that real progress is being made regarding hate crime though stated this is not purely a Police matter but one for society as a whole.

The Commissioner brought the Panel's attention to the part of the report dealing with rural crime. He informed the Panel that he had been having robust discussions with the Chief Constable on the subject as he felt it was important that wherever you lived you needed the reassurance that the Police are there when needed and that he had heard that in some areas the Police were under represented. He informed the Panel that the Chief Constable had been deploying officers in the areas with the highest risk which included the City and the Bassetlaw/Ashfield/Mansfield areas and that his staff had been working with partners to ensure that rural areas were not being neglected.

The Commissioner spoke about the reorganisation of the Force in the City and informed the Panel that there would be no loss of the Chief Superintendent post until the meeting of the CDP, which had now been brought forward to 10 June, before which a report would be circulated that dealt with the Force's and City Council's concerns. The Commissioner reiterated that the organisation of the Force was entirely a matter for the Chief Constable and felt that some of the public debate had not been helpful. The Commissioner made clear that his door was always open and he would be happy for the City Council to take up his offer of a meeting.

During discussions the Panel raised the following points:

- The Panel drew the Commissioner's attention to paragraphs 4.3 and 4.4 of the report and felt that it was the less serious crimes that were decreasing and the more serious crimes that appeared to be on the increase. The Commissioner replied that in reality there had been no significant changes and the trends could be explained by the changes in the reporting procedures. The Panel expressed its opinion that the figures given in paragraph 4.4 gave the impression that crime was going up and requested that actual figures were provided in addition to the percentages stated.
- The Panel expressed several concerns including the fact that it felt that partnership work was struggling, the quality of communications was falling, officers were being asked to do too much, a lack of police attendance at neighbourhood meetings, a concern that the Police did not have the right resources and a general feeling that things were regressing.
- The Deputy Chief Constable confirmed the Commissioner's point regarding the fact that the level of crime was reducing and that any perceived increase was due to the changes in recording procedures. The Deputy Chief Constable spoke to the Panel about the challenges being faced in prisons with the use of drones etc being used to get contraband in to prisons. The Deputy Chief Constable informed the Panel that the issue of weapon possession was a priority for the Force and that there is now a full-time bespoke team undertaking intelligence-led work into the problem and which has led to a 70% positive outcome rate for stop and search. The Deputy Chief Constable also spoke about community protection and cohesion, giving the example of Operation Vanguard, and where the emphasis is on prevention through early intervention as well as through more traditional approaches and this has led to real differences to young people in particular. The Deputy Chief Constable spoke about the recent murder in Forest Fields and assured the Panel that the Force was aware of the community tension, that arrests had been made, briefings undertaken and work was ongoing to bring all those involved to justice.
- The Commissioner reassured the Panel that crime was falling and he knew that there were good relationships between the neighbourhood inspectors, his team and Councillors and though there had been some changes recently at the City he had met senior figures and had asked for Neighbourhood Chairs to be briefed.. The Commissioner informed the Panel that he thought that public finances were very unlikely to improve in the short term and that it was essential for the Police, NHS and local authorities to work as one team. The Commissioner knew that there was a good basis on which to build in the City and in Mansfield too. The Commissioner apologised if attendance at meetings was not what it should but the subject had been discussed and it had been made clear that attendance at neighbourhood meetings was required and if it was not possible to attend then a briefing note should be sent instead.
- The Chief Constable stated that there was a determination on the Force's part to work together and since 2003 there had been continued investment to achieve this. The Chief Constable reminded the Panel about the existence of Aurora as an example of this as well as pointing out the integrated teams that were now co-located in Byron House. The Chief Constable confirmed that all of the Police's partners were facing a period of change and spoke to the Panel of

the need to maintain the commitment to partnership working and react to the risks locally. The Chief Constable thought the improvements achieved in difficult circumstances were a credit to those involved.

- The Vice Chair asked the Commissioner about the Partnership Plus areas, specifically that across the board performance was poor and the Commissioner was asked for an update on implementing the results of the review. The Commissioner informed the Panel that he had the results of the review and was happy to share them, but it was clear that the initiative was not working. The Commissioner told the Panel that if it was felt that this approach was the right one then resources needed to be reallocated from other areas which is a difficult balancing act. The Commissioner informed the Panel that the Acting Chief Constable would address the issues around the Partnership Plus initiative at the next meeting of the Panel as part of the report detailing her aims and objectives for the coming year. The Chief Executive confirmed that the changes recommended by the review had been implemented. He told the Panel that in the past the process had been 'top down' and the effort was now being made to work more inclusively with more sustainable approaches being developed. The Chief Executive gave the example of the work being undertaken on the Ashfield estates as a way forward, with the focus being on the long term.
- The Panel questioned the Commissioner over the closing down of the Nottingham City Division on 1st May. The Panel was under the impression that no changes to the organisational structure were to take place until the summer and cited the examples of the meeting of the CDP on 14th March, a press statement issued on 22nd March, a quote from the Chief Constable in the Nottingham Post on 23rd March, none of which made reference to any changes taking place on 1st May, and references made on Radio Nottingham and Notts TV that no changes were to be made until after the PCC elections. The Panel asked the Commissioner who made the decision, when the decision was made, how it was taken and when was the Commissioner asked for his opinion on the change and what was his response.
- The Commissioner replied that a joint report on the way forward would be taken to the CDP on 20th June and the Chief Superintendent would remain in post until that meeting. The Commissioner informed the Panel the proposed changes were first discussed before he was in post and that his opinion on the changes had been well documented over time, including at meetings with the City's Leader and Chief Executive. The Commissioner was clear that it is on the record that the decision is one for the Chief Constable.
- The Chief Constable informed the Panel that over the years he had met the Leaders and Chief Executives of the City and County Councils and the District Councils to discuss the plans to restructure the Force. The Chief Constable told the Panel that he had met representatives from the City Council to discuss specific services and that though they showed some reluctance regarding the changes the Chief Constable had made it clear that criminals did not respect political boundaries and that now as a result of changes made the Force was working much more efficiently across boundaries.

- The Commissioner informed the Panel that he was in dialogue with the City Council on a daily basis and that he was keen to resolve all the outstanding issues and did not think it was positive for public bodies to argue publicly. The Commissioner told the Panel that he would bring an update report to the next meeting.
- The Panel asked the Commissioner whether he was in favour of the proposal by the Leicestershire PCC to re-establish a City Commander and the Commissioner replied that the Nottinghamshire job kept him busy enough without getting involved in Leicestershire's problems as well.
- The Panel asked the Commissioner about hate crime, reporting that several incidents had occurred recently in the Meadows. There was concern that those who were reporting such crimes were not being taken seriously and the Panel asked the Commissioner about the statistics regarding criminal justice outcomes. The Commissioner responded by informing the Panel that the reporting of such crimes was up by 11% and while this was encouraging he felt that this still underestimated the extent of the problem. The Commissioner reassured the Panel that a number of such cases had progressed to court. The Deputy Chief Constable informed the Panel that a positive outcome was achieved in the majority of cases.

RESOLVED 2016/016

That the contents of the revised update report be noted.

13. STRATEGIC ALLIANCE UPDATE

The Commissioner introduced the report and informed the Panel that he was due to meet the PCCs and Chief Executives of Leicestershire and Northants to bring them up to date with progress so far. The Commissioner informed the Panel that a more formal meeting was due to be held on 23rd June where the final business case would be presented. The Commissioner felt that the proposals would result in a greater resilience and that in a complex world it would be positive if all Forces adhered to a common set of procedures thereby giving the opportunity to make major savings, especially in the back office, at a time where budgets continue to decrease.

During discussions the Panel raised the following points:

- The Panel asked the Commissioner about any plans to combine call centres, how cots were being shared and whether in the future crime statistics would still be available by area. The Commissioner replied that he was aware of problems encountered elsewhere regarding the combining of call centres and said that although Northants were moving their main site it was an area where plans had not been finalised. The Commissioner replied that the costs involved would be shared pro rata between the parties involved but there will be significant funds used on an 'invest to save' basis.
- The Panel asked the Commissioner how the Panel would fit into this process and wondered whether the relevant Panels needed to start to work together. The Panel expressed its concern that arrangements needed to be put in place

sooner rather than later. The Commissioner replied that the landscape of policing will change fundamentally in the next few years and that the relevant Chief Constables and PCCs had been involved in discussions as to what policing would take place at a national level, what policing would take place at a local level and what policing would cut across both. In the circumstances the Commissioner stated he would welcome the input of all three Panels, especially in the area of governance and that he was happy to liaise with Keith Ford as to the best way forward.

RESOLVED 2016/017

That the progress on the design of the Strategic Alliance be noted.

14. SPECIFIC FOCUS ON POLICE AND CRIME PLAN STRATEGIC PRIORITY 7 – SPENDING YOUR MONEY WISELY

The Commissioner introduced the report and informed the Panel that he thought its contents underpinned everything that had previously been discussed. The Commissioner informed the Panel that not only had crime had fallen but also that the nature of crime had changed. The Commissioner spoke of the difficulties of bringing to justice perpetrators of child sexual abuse after a period of 50 years and of the increasing incidence of cyber-crime, emphasising that this was an area where the Force had to improve its performance. The Commissioner told the Panel that Superintendent Steve Cartwright was working on how the Force would look in the year 2020 and that the process of change was iterative, some of the changes may well prove to be controversial but that it was crucial to adapt to survive.

During discussions the Panel raised the following points:

- The Panel asked the Commissioner about the progress being made in closing down the Carlton Police Station and the Commissioner replied that discussions with the ambulance service about accommodation were well advanced and that the aspiration was for the current building to be closed by the end of 2016.
- The Panel queried the lack of references to risk management in the report and asked about the progress of service planning. The Panel also asked about whether the experiences of other Forces were examined. Superintendent Cartwright confirmed that all areas of work had a service plan and that other Forces' learning was taken into account along with the examination of the Force's own strengths.
- The Panel asked about the future structure of the Force and questioned whether there were any plans to change the neighbourhood policing boundaries. The Commissioner replied that discussions were ongoing about how the Force operated locally, for example if more inspectors were to be employed could fewer neighbourhood inspectors be employed. The Commissioner informed the Panel that the Force worked alongside CCG colleagues and their boundaries and that the aspiration was for one public

service to be available in each locality. The Commissioner admitted that there was still a long way to go before this could be achieved but that the process was quite advanced in the City whereas the two-tier structure in the County made progress slower.

- The Panel asked the Commissioner about his weekly meetings with the Chief Constable where any slippages against budgetary targets should be highlighted, conscious of the fact that last financial year the late identification of such slippages resulted in overspends. The Commissioner agreed the importance of identifying any potential slippages at an early stage and informed the Panel that the Head of Finance at Sherwood Lodge was moving from a part-time to a full-time basis soon and hoped that this would also help the situation.
- The Panel referred to the new operating model which was due to be in place for 2020 and requested that it would be useful for the Panel to be informed when key landmark points were achieved. The Commissioner agreed to provide the Panel with such information though emphasised the process was bound up with the conversation at a national level.

RESOLVED 2016/018

That the contents of the report be noted.

15. DRAFT CONSULTATION, ENGAGEMENT AND COMMUNITY INVOLVEMENT STRATEGY

The Commissioner introduced the report and emphasised that it was at the draft stage, consultation was ongoing and he welcomed comments from members of the Panel.

During discussions the Panel raised the following points:

- The Panel referred to the full and frank discussions that had already taken place during the meeting and asked the Commissioner to highlight the significant aspects of the report. The Commissioner replied that victim satisfaction had increased and though rates were higher in the City than the County this was a good base to build from. The Commissioner also referred to the quality dialogue that is taking place between the Force and the BME community and the dynamism of the Youth Commission was another positive aspect. The Panel asked about the deadline for responses and the Commissioner said he would be happy to receive responses within one month.

RESOLVED 2016/019

That the contents of the report be noted.

The Chair paid tribute to the Chief Constable, wishing him a happy retirement and thanking him for his honesty and willingness to attend the Panel meetings, the Chair was aware colleagues on other Panel envied the access the Notts Panel has to their Chief Constable.

The meeting closed at 3.51pm

CHAIRMAN

NOTTINGHAMSHIRE POLICE AND CRIME PANEL

5 SEPTEMBER 2016

WORK PROGRAMME

Purpose of the Report

1. To give Members an opportunity to consider the work programme for the Panel and to suggest further topics for inclusion (**see appendix A**).

Information and Advice

2. The work programme is intended to assist with the Panel's agenda management and forward planning. The draft programme will be updated and reviewed regularly in conjunction with the Chairman and Vice-Chairman of the Panel and is subject to detailed discussion with the Police and Crime Commissioner (PCC) and the Acting Chief Constable.
3. The work programme is updated to include specific focus on each of the seven Strategic Priority Themes included in the Police and Crime Plan at each meeting of the Panel (except the February meeting at which the precept and budget is considered).
4. The confirmation hearing for the appointment of the Chief Constable has been arranged for Friday 9 December 2015 – time TBC.
5. Following that appointment it is proposed that a workshop be arranged on the morning of the 24 April 2017 meeting to meet with the Commissioner and the new Chief Constable to share the strategic thinking of the new Chief.
6. With regards to the Panel's specific focus on strategic priority themes, it is proposed that:-
 - the December 2016 meeting focuses on 'Theme 6 – Prevention, early intervention and reduction in re-offending';
 - the April 2017 meeting focuses on 'Theme 3 – Focus on priority crime types and those local areas that are most affected by crime and anti-social behaviour' and
 - the June 2017 meeting focuses on 'Theme 5 – Reduce the threat from organised crime'.

Other Options Considered

7. All Members of the Panel are able to suggest items for possible inclusion in the work programme.

Reasons for Recommendation/s

8. To enable the work programme to be developed further.

RECOMMENDATION/S

- 1) That the work programme be updated in line with Members' suggestions as appropriate.
- 2) That the confirmation hearing arranged for 9 December 2016 to consider the appointment of the Chief Constable be noted.
- 3) That the proposed workshop on the morning of 24 April 2017 to meet with the Commissioner and the new Chief Constable to consider the new Chief's strategic thinking be agreed.
- 4) That the suggested schedule of focus on strategic priority themes be agreed.

Background Papers and Published Documents

- 1) Minutes of the previous meeting of the Panel (published).

For any enquiries about this report please contact:-

Keith Ford, Team Manager, Democratic Services, Nottinghamshire County Council
keith.ford@nottscc.gov.uk
Tel: 0115 9772590

APPENDIX A

Nottinghamshire Police and Crime Panel

Work Programme (as at 15 August 2016)

<u>Agenda Item</u>	<u>Brief Summary</u>
7 November 2016 – 2.00pm	
Police and Crime Commissioner's update, including Budget and Efficiency Programme update, details of decisions taken and overview of Force Performance).	The Panel will review and scrutinise any decisions and other actions taken by the Commissioner on an ongoing basis. The Panel will also consider the Commissioner's response to the key performance and financial issues within the Force.
Complaints update	Regular update on any complaints received against the Police and Crime Commissioner or Deputy Police and Crime Commissioner.
Specific focus on one of the Police and Crime Plan Strategic Priority Themes.	Panel to focus on a specific Priority Theme – Theme 2- Improve the efficiency, accessibility and effectiveness of the criminal justice process.
19 December 2016 – 2.00pm	
Police and Crime Commissioner's update, including Budget and Efficiency Programme update, details of decisions taken and overview of Force Performance).	The Panel will review and scrutinise any decisions and other actions taken by the Commissioner on an ongoing basis. The Panel will also consider the Commissioner's response to the key performance and financial issues within the Force.
Complaints update	Regular update on any complaints received against the Police and Crime Commissioner or Deputy Police and Crime Commissioner.
Specific focus on one of the Police and Crime Plan Strategic Priority Themes.	Panel to focus on a specific Priority Theme – 'Theme 6 – Prevention, early intervention and re-offending'
6 February 2017 – 2.00pm	
Proposed Precept and Budget 2017/18	To consider the Commissioner's proposed Council Tax precept.
Police and Crime Plan 2014-18 Refresh	To seek the Panel's views on the draft refreshed Police and Crime Plan.
Complaints update	Regular update on any complaints received against the Police and Crime Commissioner or Deputy Police and Crime Commissioner.
24 April 2017 – 2.00pm	
Police and Crime Commissioner's update, including Budget and Efficiency Programme update, details of	The Panel will review and scrutinise any decisions and other actions taken by the Commissioner on an ongoing basis. The Panel will also consider the Commissioner's response to the key performance and

<u>Agenda Item</u>	<u>Brief Summary</u>
decisions taken and overview of Force Performance).	financial issues within the Force.
Complaints update	Regular update on any complaints received against the Police and Crime Commissioner or Deputy Police and Crime Commissioner.
Specific focus on one of the Police and Crime Plan Strategic Priority Themes.	Panel to focus on a specific Priority Theme – ‘Theme 3 – Focus on priority crime types and those local areas that are most affected by crime and anti-social behaviour.’
5 June 2017 – 2.00pm	
Appointment of Chairman and Vice-Chairman	To appoint the Chairman and Vice-Chairman of the Panel for the 2017/18 year.
Review of Balanced Appointment Objective.	<p>The Panel will review its membership to see whether any actions are required in order to meet the requirements for:-</p> <ul style="list-style-type: none"> • the membership to represent all parts of the police force area and be politically balanced; and • members to have the skills, knowledge and experience necessary. <p>The terms of office for independent Members is also due to be reviewed in June 2017.</p>
Police and Crime Commissioner’s update, including Budget and Efficiency Programme update, details of decisions taken and overview of Force Performance).	The Panel will review and scrutinise any decisions and other actions taken by the Commissioner on an ongoing basis. The Panel will also consider the Commissioner’s response to the key performance and financial issues within the Force.
Complaints update	Regular update on any complaints received against the Police and Crime Commissioner or Deputy Police and Crime Commissioner.
Specific focus on one of the Police and Crime Plan Strategic Priority Themes.	Panel to focus on a specific Priority Theme – ‘Theme 5 – Reduce the threat from organised crime’.

For Consideration	
Public/Non Public*	Public
Report to:	Police and Crime Panel
Date of Meeting:	5th September 2016
Report of:	Paddy Tipping Police and Crime Commissioner
Report Author:	Kevin Dennis
E-mail:	kevin.dennis@nottinghamshire.pnn.Police.uk
Other Contacts:	Kevin Dennis
Agenda Item:	5

POLICE AND CRIME COMMISSIONER'S UPDATE REPORT – TO JUNE 2016

1. PURPOSE OF THE REPORT

- 1.1 This report presents the Police and Crime Panel (Panel) with the Police and Crime Commissioner's (Commissioner) update report.
- 1.2 In accordance with section 13 of the Police Reform and Social Responsibility (PR&SR) Act 2011 and subject to certain restrictions, the Commissioner must provide the Panel with any information which the Panel may reasonably require in order to carry out its functions. The Commissioner may also provide the Panel with any other information which he thinks appropriate.
- 1.3 This report provides the Panel with an overview of current performance, since the last report in June 2016 which focused on end of year data to March 2016. This is the first report relating to the Commissioner's refreshed Police and Crime Plan (2016-18) which includes minor amendments to performance measures and the RAGB rating.
- 1.4 It should be emphasised that the action taken by the Chief Constable may be the result of discussions held with the Commissioner during weekly meetings. The Commissioner is briefed weekly on all performance exceptions by his office staff which is then discussed with the Chief Constable the same week.

2. RECOMMENDATIONS

- 2.1 The Panel to note the contents of this update report, consider and discuss the issues and seek assurances from the Commissioner on any issues Members have concerns with.

3. REASONS FOR RECOMMENDATIONS

- 3.1 To provide the Panel with information so that they can review the steps the Commissioner is taking to fulfil his pledges and provide sufficient information to enable the Panel to fulfil its statutory role.

4. Summary of Key Points

POLICING AND CRIME PLAN – (2016-18)

Performance Summary

- 4.1 Performance against refreshed targets and measures across all seven themes is contained in the Performance section of the Commissioner's web site to June 2016.^a This report details performance from 1st April to 30 June 2016.

Reporting by Exception

- 4.2 The Commissioner's report focuses on reporting by exception. In this respect, this section of the report relates exclusively to some performance currently rated red i.e. significantly worse than the target (>5% difference) or blue, significantly better than the target (>5% difference).
- 4.3 The table below shows a breakdown of the RAGB status the Force has assigned to the 22 targets reported in its Performance and Insight report to June 2016. In previous reports there were 33 measures reported on but this year only measures with specific targets will be assigned a RAGB status.^b
- 4.4 It can be seen that 19 (86%) of these measures are Amber, Green or Blue indicating that the majority of measures are close, better or significantly better than the target. Only 13.6% (3) of targets reported are Red and significantly worse than target.

KEY to Performance Comparators			
Performance Against Target		Jun-16	% of Total
●	Significantly better than Target >5% difference	7	32%
●	Better than Target	4	18%
●	Close to achieving Target (within 5%)	8	36%
●	Significantly worse than Target >5% difference	3	14%
Total		22	100%

- 4.5 The table below provides an overview of the 7 (32%) of targets graded blue.

^a <http://www.nottinghamshire.pcc.police.uk/Document-Library/Public-Information/Performance/2016/Performance-and-Insight-Report-to-June-2016.pdf>

^b A number of performance measures are monitor only and it has been agreed that it is not appropriate to assign a RAGB to such measures.

Objective / Target – RAGB Status Blue ●	Jun-16
1. A reduction in the number of non-crime related mental health patients detained in custody suites	80.00%
2. An increase in the Early Guilty Plea rate compared to 2014-15 – Crown Court	7.50%
3. To be better than the national average for Early Guilty Plea rate for the Crown and Magistrates' Courts – Crown Court	8.90%
4. Reduce percentage of ineffective trials due to prosecution team reasons compared to 2014-15 – Crown Court	-7.80%
5. A reduction in All Crime compared to 2015-16.	-9.50%
6. A reduction in Victim-Based Crime compared to 2015-16	-8.90%
7. To reduce the levels of rural crime compared to 2015-16	-6.70%

4.6 The table below provides an overview of the 3 (13.6%) targets graded red.

Objective / Target RAGB Status Red ●	Jun-16
1. 90% of victims of crime are completely, very or fairly satisfied with the service they have received from the police	83.70%
2. A 10% increase in the number of POCA orders compared to 2016-16	6.30%
3. Increase BME representation within the Force to reflect the BME community (11.2%)	4.50%

4.7 Panel Members require the Commissioner's update report to:

1. Explain the reasons for improved performance and lessons learned for blue graded measures and
2. Reasons/drivers for poor performance and an explanation as to what action is being taken to address underperformance in respect of red graded measures.

4.8 The Force has provided the following responses to these questions in sections 5 and 6 below.

5. Blue Rated Measures (● significantly better than Target >5% difference)

1. A reduction in the number of non-crime related mental health patients detained in custody suites - Improved Performance and Reason/Lessons Learned

- 5.1 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 year and therefore a reduction of 80%. During the same period of this year, a total of 65 people were taken to the section 136 mental health suite.

- 5.2 As previously reported, this significant improvement in performance is a direct result of the introduction of the Street Triage Team which has previously been reported on.

2. An increase in the Early Guilty Plea rate compared to 2014-15 – Crown Court - Improved Performance and Reason/Lessons Learned

3. To be better than the national average – Crown Court - Improved Performance and Reason/Lessons Learned

4. To be better than the national average for Early Guilty Plea rate for the Crown and Magistrates' Courts – Improved Performance and Reason/Lessons Learned (Crown Court)

- 5.3 It should be noted that that this performance is dated (Nov-15) and is the same as previously reported. The Commissioner has been made aware that the release of performance information for Crown Court and Magistrates Court is controlled and published in accordance with the UK Statistics Authority Code of Practice and cannot therefore cannot now be published outside of the national publication schedule.
- 5.4 These measures are clustered together because the improvements are brought about by the same intervention. Please note some measures are reported quarterly.
- 5.5 Assuming that performance has been maintained since November 2015, as previously reported this is due to the success of Transforming Summary Justice (TSJ).^c

5. A Reduction in Total Crime Compared to 2015-16

6. A Reduction in Victim Based Crime Compared to 2015-16

7. A Reduction in Rural Crime Compared to 2015-16

- 5.6 The Force is currently recording a 9.5% (-1,835 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.
- 5.7 Victim-Based crime has reduced by 8.9% (-1,541 offences) while Other Crimes Against Society have reduced at a greater rate (-14.7% or 294 fewer offences).
- 5.8 Both City and County partnership areas are maintaining reductions in All Crime (City; -13.8% or -1,101 offences, County; -7.2% or -811 offences).
- 5.9 Victim-Based crimes account for 90.3% of All Crime recorded by the Force this year, which is in line with the proportion recorded last year (89.7%). The overall

^c https://www.cps.gov.uk/publications/agencies/transforming_summary_justice_may_2015.html

volume of victim-based crimes has reduced by 1,541 offences compared to last year.

- 5.10 A significant reduction in Violence Against the Person (VAP) offences has driven the overall reduction in Victim-Based Crime. The Force recorded 829 fewer VAP offences in quarter one of this year compared to the same quarter of last year. Violence without injury offences have reduced by 17.9% (411 fewer crimes), with a similar level of reduction in Violence with injury offences (-15.3% or -418). This reduction can be attributed in part to the significant increase in recorded VAP at the start of last year following the introduction of malicious communications as a recordable offence.
- 5.11 In addition to the reduction in VAP offences, reductions are recorded in a number of other offence types within victim based crime this year, including; Sexual Offences (-21.3% or -118 offences), Robbery (-17.4% or -38 offences), Shoplifting (-2.1% or -45 offences) and Criminal Damage & Arson (-10.5% or -292 offences).
- 5.12 Year-to-date the Force has recorded 2,200 rural crimes, a reduction of 158 offences (-6.7%) on last year. Over the same period crime in urban areas has reduced by 10.6% (-1,786 offences). The rate of offences per 1,000 population in rural areas is 10.3 compared to 17.2 in urban areas.
- 5.13 Crime in rural towns and fringes has reduced by 4.1% (-53 fewer offences) year-to-date, while crime in rural villages has reduced by 11.8% (88 fewer offences).

6. Red Rated Measures (● significantly worse than Target >5% difference)
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1. 90% of victims of crime are completely, very or fairly satisfied with the service they have received from the police

- 6.1 Satisfaction is 83.7% in the last 12 months to April 2016 and contrasts with 85.4% for the same period last year.
- 6.2 In terms of the aspects of satisfaction, Ease of Contact and Treatment remain high in the mid-nineties for overall satisfaction; with follow up the aspect that shows the lowest level of satisfaction.
- 6.3 When looking at performance by crime type, victims of Vehicle Crime show the lowest overall satisfaction levels. Within this Theft of Motor Vehicle in particular has seen significant deterioration in Follow Up, with this change is linked to the change in the Force attendance policy to Vehicle Crime offences. As part of the Force's implementation of its 'Delivering the Future' strategy, unless there are exceptional reasons officers no longer attend the scenes of vehicle crime as analysis has identified there is limited benefit. However, the satisfaction survey questions suggested that officers should have attended the scene and victims clearly felt less satisfied in this area.
- 6.4 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 (May 2016) however it

will take at least three months before any changes will have any impact on satisfaction levels.

- 6.5 All supervisors receive and record satisfaction level data on a monthly basis, allowing them to assess their team's performance and address any specific issues. This information enables supervisors to effectively manage performance, with a view to either recovering service with dissatisfied victims or learning lessons in order to improve future service delivery.
- 6.6 It would seem that there is an expectation by some of the public that Police officers should still visit the scene of a vehicle crime. Doing so is likely to improve satisfaction levels but would reduce capacity to service crimes which carry a higher level of Threat, Harm or Risk. Since satisfaction levels are still much higher than the Force's MSG, the Commissioner is satisfied with the Force's current policy.

2. A 10% increase in the number of POCA orders compared to 2015-16

- 6.7 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. Performance information for the value of orders is currently unavailable.
- 6.8 The Home Affairs Committee is currently undertaking inquiries into how effectively the measures introduced in the Proceeds of Crime Act 2002, to deprive criminals of any benefit from their crimes, are working. In particular, the inquiry is assessing the operation of confiscation orders, which are the main mechanism through which this policy is implemented.^d

3. Increase BME representation within the Force to reflect the BME community (11.2%)

- 6.9 There has been no deterioration in this measure, but recently under the Force's revised RAGB rating it is rated red because the 11.2% representation as defined by the 2011 Census has not been achieved. BME headcount % is at 4.8% for Police Officers and 4.3% for Police Staff and overall its 4.5%. When the Commissioner took office in 2012 representation was 3.7% so there has been an improvement overall. Austerity and the 2 year recruitment freeze has hampered progress in this area although there have been improvements with representation with Police Cadets (26%) and Special Constables (8%).
- 6.10 The Commissioner has been working closely with the BME Steering Group since 2013 and established a BME Working Group to advance BME recruitment and selection, BME advancement and retention as well as other issues which may adversely affect attraction of BME candidates, i.e. stop and search and diversity training of officers. Members were provided with a case study on this work listed at [Appendix A](#) of the 18th April 2016 Panel meeting.

^d

<http://www.parliament.uk/business/committees/committees-a-z/commons-select/home-affairs-committee/inquiries/parliament-2015/proceeds-of-crime/>

Holding the Chief Constable to Account

- 6.11 The Commissioner is represented at the key Divisional, Partnership and Force Local Performance board meetings in order to obtain assurance that the Force and Partners are aware of the current performance threats, and are taking appropriate action to address the emerging challenges. Should there be any issues of concern these are relayed to the Commissioner who holds the Chief Constable to account on a weekly basis.
- 6.12 In addition, the Commissioner meets regularly with the Head of Investigations and Intelligence and Head of Operations to gain a deeper understanding of threats, harm and risk to performance. The last meeting was held on 26th July 2016.
- 6.13 Panel Members have asked if a case study could be prepared for each meeting. Previous case studies relating to (1) Shoplifting, (2) the Victims Code, (3) Improving BME Policing Experiences and (4) Hate Crime have been prepared. For this meeting, a case study has been prepared in respect of Knife Crime (see **Appendix A**).

The Committee on Standards in Public Life

- 6.14 On 15th June 2015 the Committee on Standards in Public Life published its report 'Tone from the top Leadership, ethics and accountability in policing'.^e The report included an ethical checklist for PCCs as listed below and in March 2016 prior to the PCC elections the Committee invited candidates to sign the checklist.^f
1. *Will your Police and Crime Plan for 2016-7 include a commitment to hold the Chief Constable explicitly to account for promoting ethical behaviour and embedding the College of Policing's Code of Ethics?*
 2. *Will you publicly commit to abide by a code of conduct once that has been adopted by the Association of Police and Crime Commissioners?*
 3. *Will you require the same of any Deputy you appoint?*
 4. *When making appointments of Chief Constable, Deputy PCC or senior staff to your office will you ensure open and transparent appointment processes and include an independent external member on the appointing panel?*
 5. *Will you publish, in an easily accessible format, details of your pay and rewards, gifts and hospitality received your business interests and notifiable memberships?*
- 6.15 In this respect, the Commissioner supports the Committee on Standards in Public Life report and has signed the checklist. He will hold the Chief Constable explicitly to account for promoting ethical behaviour & embedding the College of Policing's Code of Ethics. There is a new action included in the Commissioner's revised PCC Police and Crime Delivery Plan (2016-18) for the Force to prepare a

^e https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/439208/Tone_from_the_top_-_CSPL.pdf

^f https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/509730/CSPL_PRESS_NOTICE_210316.pdf

report to the Strategic Resources & Performance Meeting on how the standard as listed at 1 above is embedded within the Force.

Activities of the Commissioner

- 6.16 The Commissioner continues to take steps to obtain assurances that the Chief Constable has not only identified the key threats to performance but more importantly that swift remedial and appropriate action is being taken to tackle the problems especially in the Priority Plus Areas in the County and High Impact Wards in the City. Key activities are reported on the Commissioner's web site.^g
- 6.17 On 27 April 2016 the Deputy Commissioner retired from her role and the Commissioner would like to place on record his appreciation of her support during his first term in office.

DECISIONS

- 6.18 The Commissioner has the sole legal authority to make a decision as the result of a discussion or based on information provided to him by the public, partner organisations, Members of staff from the Nottinghamshire Office of the Police and Crime Commissioner (NOPCC) or Chief Constable. The Commissioner's web site provides details of all significant public interest decisions.^h
- 6.19 Panel Members have previously requested that the Commissioner provide a list of all forthcoming decisions (Forward Plan) rather than those already made. This Forward Plan of Key Decisions for the OPCC and the Force has been updated and is contained in **Appendix B**.

7. PCSOs

- 7.1 Following the last Panel meeting a couple of Members emails were referred to the Commissioner's office relating to the merit of PCSOs compared to warranted Police Officers in terms of cost and the difference in the range of powers available to tackle community problems. There was a request that the Commissioner raise this issue in this report so that the matter can be discussed.
- 7.2 It appears that there are conflicting academic views on this issue. One Member made the point that in the late 1980's a study undertaken by a Professor at Manchester University found that a uniform police presence did not deter crime and as such this would also be true in respect of PCSOs.
- 7.3 An article in the Telegraph ⁱ on 14th June 2016 reported on a project undertaken in Cambridgeshire making the case that "Bobbies on the beat really do prevent serious crime and police could cut thousands of assaults each year simply by sending officers to problem areas for just 21 minutes a day, a Cambridge University study suggests."

^g <http://www.nottinghamshire.pcc.police.uk/News-and-Events/Latest-News.aspx>

^h <http://www.nottinghamshire.pcc.police.uk/Public-Information/Decisions/Decisions.aspx>

ⁱ <http://www.telegraph.co.uk/science/2016/06/14/bobbies-on-the-beat-really-do-prevent-crime-cambridge-university/>

- 7.4 Over a period of 12 months Cambridgeshire Constabulary allocated just two extra police community support officers (PCSOs) to 34 crime hotspots around Peterborough to see if their presence could make a difference. They found there was a substantial drop in crime in those areas, which if reflected across the city would have prevented 86 assaults a year, six burglaries, or six sex crimes.
- 7.5 The table below shows the current number and rate of PCSOs as at 31st March 2016 and compares the numbers and rate regionally. Despite, the high number of PCSOs leaving the Force during the past 12 months, it can be seen that Nottinghamshire still has the second highest rate of PCSOs per 10,000 population (10.3% above the regional average and slightly lower than the national average).

PCSOs as of March 2016	PCSOs			Compared to Region
	No.	Force Population	PCSO Rate per 10K Pop	
Leicestershire	210	1,043,580	2.01	15.4%
Nottinghamshire	214	1,115,658	1.92	10.3%
Lincolnshire	136	731,516	1.86	6.9%
Derbyshire	149	1,032,267	1.45	-16.8%
Northamptonshire	98	714,392	1.37	-21.2%
Regional Average	162	927,483	1.74	
Nationally	11,401	57,408,654	1.99	

- 7.6 Members should note that the deployment and workforce mix is a matter for the Chief Constable.

8. Chief Constable Appointment Process and Any Additional Costs

- 8.1 The Panel received a report on the timescales and process for the recruitment of a new Chief Constable in June this year, but Members have asked for an additional update. Since the Panel meeting, further discussions have taken place with College of Policing to finalise arrangements. The advert for the new Chief Constable will take place on 1st September 2016 and the closing date for applications has been agreed for 23rd September 2016. A confirmation hearing with the Panel has been set for 9th December (time be yet to be confirmed). Partners and stakeholders will be involved in the selection and final interview process.
- 8.2 Members of the Panel will be aware that the Commissioner has asked the Temporary Chief Constable to delay her retirement until the end of March 2017. During this period as Temporary Chief Constable, she has been asked by the Commissioner to focus on the following objectives:
- Leadership and support for developing the tri-force collaboration
 - Achievement of the 2016-17 efficiency plans to balance Force budgets
 - Leadership and the development of partnerships plans to address knife crime, hate crime, misogyny and achieving legitimacy.

9. Partnership Plus Review - Integrated Locality Working

- 9.1 The review of Partnership Plus Areas (PPAs) was completed in May 2014 and presented to the Safer Nottinghamshire Board (SNB) in January 2015. Subsequently, a Task and Finish Group was set up and led by Deputy Chief Fire Officer, Wayne Bowcock to develop a common vision and purpose for neighbourhood working. This work involved the development of:
- Compact agreement to underpin partners commitment to integrated locality working
 - Revised delivery planning template to improve communication and monitoring of impact of work.
 - The design of a self-evaluation template which would assist District Community Safety Partnerships (CSPs) assess their approach to Integrated Locality Working and community involvement.
- 9.2 The Commissioner is providing funding to support new models of delivery such as the New Cross (Sutton East) and Broomhill Estate Integrated locality teams, Mansfield Community Safety hubs, and E-CINS partnership and Integrated Case Management Systems (VPP and ASB multi-agency arrangements). In 2016-17 the Commissioner has provided £285k to support integrated locality working in the County.

10. Force Restructure

- 10.1 Members have asked for a report to explain the recent Force restructure. In this respect, **Appendix C** contains a detailed Force report which provides the rationale for developing a policing model for Nottinghamshire for 2020 and beyond.

Tri-force Collaboration

- 10.2 The first meeting of the Design Authority, following the decision by the Programme Board on 23 June 2016 to progress the Tri-Force collaborative approach across identified areas of service delivery, was held on 26 July 2016.
- 10.3 The Design Authority received update reports on the five areas of current work and acknowledged the good progress being made. The five current areas being:
1. Enabling services, which will initially include:
 - finance and resources
 - people services
 - information technology and corporate communication
 2. Contact management
 3. NICHE optimisation, which is identifying potential work streams within the crime and intelligence functions
 4. Professional Standards, where work has started to consider what opportunities there are for collaboration

5. IT convergence

- 10.4 Chief Constables and Police and Crime Commissioners will be holding a workshop in early September, which will focus on the strategic direction and potential for other areas of collaboration. It will also provide an update on the likely decisions, leading ultimately to mobilisation and delivery, in respect of the work streams above, that Chief Constables and Commissioners will be asked to consider at the next Programme Board meeting, scheduled for October 2016.

Three Force project secures millions in Home Office Transformation funding

- 10.5 Nottinghamshire's pioneering Tri-Force Collaboration with the Leicestershire and Northamptonshire forces has secured more than £5m in Home Office funding over the next two years.
- 10.6 Home Secretary Amber Rudd announced on 5th August 2016 that £23 million will be awarded to 14 ground-breaking projects that will drive the transformation of policing in England and Wales.
- 10.7 £2,224,000 of that funding in 2016/17 for is Nottinghamshire Police, in collaboration with Leicestershire and Northamptonshire, 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. A further £3,536,000 will be available to the project in 2017/18.
- 10.8 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. It will simplify the overall IT network and speed up access to the forces' information sharing systems.
- 10.9 The funding will also enable the three forces to develop a telephony system linking their individual control rooms, which handle 999 and 101 calls, which can then effectively offer a single consistent service. The aim is to ensure that at times of high call volumes and demand there is the 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.
- 10.10 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 co-ordinated and most appropriate responses are provided to the public.
- 10.11 The funding also allows the forces to share a number of their support services, primarily by developing and installing integrated IT systems. This will help the forces save around 10-20 per cent of their combined £28m annual budget for these services.

11. Financial Implications and Budget Provision

- 11.1 Finance and Budget performance is covered in a separate report under a different agenda item to this meeting. Some key points:

- At the end Quarter One a review of the 2016-17 year end outturn was undertaken resulting in a projected position of £189.5m, which is a saving of £0.6m against the original budget. The projected outturn is split the Force at £184.8m, which is an underspend of £0.6m and the OPCC at £4.7m is on budget.
- The £0.6m saving is largely due to police officers pay costs, in part due to changing the budgeted assumption for natural leavers in line with HR data; officers which have transferred to externally funded projects or become seconded; and Quarter One savings against budget.
- PCSO pay costs, where the Force has 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
- Partly offset by collaboration contributions which is a projected overspend due to the charges from the MFSS for the delay in the payroll project; professional fees in relation to projects; and Comms & Computing which is mainly due to the Airwave move to ESN project costs and Business Objects & Vision upgrades"
- It should be noted that year to date variance to budget is not that meaningful since the Force has ceased undertaking monthly accruals.

12. Human Resources Implications

12.1 None - this is an information report.

13. Equality Implications

13.1 None

14. Risk Management

14.1 Risks to performance are identified in the main body of the report together with information on how risks are being mitigated.

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

15.1 This report provides Members with an update on performance in respect of the Police and Crime Plan.

16. Changes in Legislation or other Legal Considerations

16.1 None that directly relates to this report.

17. Details of outcome of consultation

17.1 The Deputy Chief Constable has been sent a copy of this report.

18. Appendices

- A. Case Study – Knife Crime
- B. Forward Plan of Key Decisions for the OPCC and the Force
- C. Developing a policing model for Nottinghamshire for 2020 and beyond

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

- [Police and Crime Plan 2016-2018 \(published\)](#)

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APPENDIX A

Case Study – Knife Crime

Report Date: 11 August 2016

- 1.1 Knife crime is a policing priority for the Commissioner. In the Commissioner's Police and Crime Plan (refreshed) for 2016-2018 he outlined in his priorities that although Nottingham and Nottinghamshire remain a safe place to live and work he was committed to working hard to reduce knife crime.
- 1.2 Within his plan's priority themes, he set two objectives underpinning his desire to drive down knife crime offending: (1) Set up a dedicated pro-active violent crime team and provide resources to support action to reduce knife crime, and (2) Continue to use stop and search power in a necessary and proportionate manner; sharing data and encouraging greater scrutiny. In support of his objectives, the Commissioner set the Chief Constable the targets of a reduction in the number of victim based crimes compared to 2015-2016.
- 1.3 Whilst knife-related offences have seen a 42% reduction in Nottinghamshire over the previous six years, and remains marginally higher (8%) than England and Wales average at around 550 per year, offences have seen a sharp rise since February 2015. For example, the number of incidents in July 2015 was almost double the rate in February 2015.
- 1.4 Possession of weapons offences recorded by the Police has increased markedly since March 2015, largely due to the number of knife and sharp instruments identified having risen by around 100 offences per year to 418 (+28%). Increases have been reflected across all local authority areas especially Nottingham City where the increase is more pronounced.
- 1.5 In the 2015/16 performance year a total of 580 knife crime offences were recorded (excluding simple possession offences). This is an increase of 6% (33 additional offences) on the 2014/15 performance year.
- 1.6 Knife crime increased on both City and County areas, with the County at +7.3% (+16 offences) and the City at +5.2% (+17 offences) over the same period. Looking at the 2016 -2017 year-to-date picture (to June) the Force has recorded an increase of 14.5% (23 offences) on the same period of last year, with high volume months in May (69) and June (74). This compares to a 12 month average to April 2016 of 48 offences.
- 1.7 Knife crime is seen across a wide range of offending including domestic violence, Serious Aquisitive Crime, night Time economy policing and serious and organised crime.

Victims & Offender

- 1.8 The majority of victims and offenders of knife enabled violence are aged 27 or under, with those aged 23-27 accounting for a quarter of the total alone.
- 1.9 The majority of both victims and offenders are male.

- 1.10 Where the ethnicity of victims is known 67% were white (North European), 16% black, 6% Asian.
- 1.11 Whilst in relation to offenders 52% of offenders are white (North European), 35% black, 6% Asian (where ethnicity is known).

Location

- 1.12 Between December 2015-mid-June 2016, figures show that the City areas have seen approximately 33% more Knife Crime than the County areas.
- 1.13 Partnership activity around knife crime in Nottinghamshire is coordinated by the Safer Nottinghamshire Board's (SNB) Serious and Organised Crime Group and within Nottingham by the Nottingham Crime and Drugs Partnership through their Serious and organised Crime Board.
- 1.14 Within Nottingham a partnership sub group chaired by the Police has the responsibility for developing joint tactical activity and reporting back into the SOC Board.
- 1.15 In line with the Commissioner's pledge in January 2016 a dedicated police team was introduced. The Knife Crime Team is an intelligence-led proactive team whose aim is to reduce knife enabled crime through providing an on-street presence.

Positive Impact of Team

- 1.16 The KCT has had a positive effect on knife enabled crime figures with a 62.5% month-on-month reduction between January and March 2016
- 1.17 Data shows that in the weeks immediately prior to the KCT's creation, Knife Crime was showing an upward trend. Once the KCT started, however, the trend reversed and went down
- 1.18 The reduction in Knife Crime was most effective during the weeks where the KCT were actively patrolling local areas
- 1.19 While the KCT was present in an area it resulted in a 20% reduction in Anti-Social Behaviour.
- 1.20 Had a positive impact on the majority of the community and disrupted the activities of knife carriers, drug dealers and other criminals.

Stop Searches / Possession

- 1.21 Targeted stop searches by the knife crime team have proved to be very effective for drugs and knives with positive outcomes as high as 44%.
- 1.22 Knife crime is a serious issue facing our communities, the impact on individuals and families of this type of offending is immense. Knife crime is not a simple problem and tackling it requires that every organisation with a part to play is actively involved. To

reflect this fact in April 2015 partners in the city came together at a knife crime summit to set an agenda for closer joint working.

- 1.23 The illegal use of knives as weapons is not an issue however that can be solved by policing alone. While it is an issue for the whole city, there are times, places and contexts which are at greater risk. Our evening and night time economy is one of those areas.
- 1.24 Following the summit and over the last year Nottinghamshire Police and Community Protection have worked with city centre venues to enhance the approach taken to searches by door staff. Alongside the use of metal detectors to protect venues from knives. Door teams continue to proactively detect knives.
- 1.25 The City Council also continues to fund Operation Promote. Operation Promote utilises passive drugs dogs to identify drugs in the night time economy. Searching offenders also reveals other concerns such as weapons. This operation continues to be one of our key initiatives for detecting knives and protecting citizens.

Vanguard Plus

- 1.26 Vanguard plus continue to work with young people at risk of becoming involved in gang and youth violence in conjunction with the Youth Offending Team, Probation, Department of Work and Pensions and the City Council Community Protection Team.
- 1.27 Vanguard Plus continue to deliver a knife prevention message across all primary schools within Nottingham City.
- 1.28 The Police and City Trading standards continue to carry out test purchase operations at retail outlets selling knives with a view to educate and enforce to ensure retailers are not selling knives to under 18s.
- 1.29 The police, City Community protection and the Trauma Unit at the QMC are working towards embedding Youth workers within the Accident and Emergency department to interact with victims of knife crime at their most "Teachable Moment". Research within Nottingham has shown that once a person becomes a victim of knife crime they are at increased risk of becoming a repeat victim but are also much more likely to carry a knife in future.
- 1.30 Planning is underway to launch a knife amnesty later this year involving police and partner agencies.
- 1.31 A Police / City council violence summit is to take place in August 16 to ensure that all available resources are being properly focussed to tackle violence and knife crime in line with the priority given to this area by the Commissioner.

Conclusion

- 1.32 The Commissioner's commitment through his leadership and financial support has significantly changed the provision of resources to address Knife crime. The benefits of specific knife crime activity and targeted resources for the Police and City Council, are showing real benefits in terms of partnership activity, action to support victims and address perpetrating behaviour. This has been translated into action through the Partnership knife crime action Delivery Plan, which has seen significant progress

made with partner agencies to commit to tackling knife crime and incorporating this into their business.



Nottinghamshire

POLICE & CRIME COMMISSIONER

APPENDIX B - Decisions of Significant Public Interest: Forward Plan

1st July 2016 – 31st December 2016

Business cases						
Ref	Date	Subject	Summary of Decision	Cost (£) <i>Where available.</i>	Contact Officer	Report of OPCC / Force
1.1	Aug 2016	Serious and Organised Crime	Serious and Organised Crime Business Case as part of move to thematic structure.	TBC	Supt Simon Firth	Force
1.2	Aug 2016	Intelligence	Intelligence Business Case as part of move to thematic structure.	TBC	Supt Austin Fuller	Force
1.3	Aug 2016	Prisoner Handling Team	Prisoner Handling Team Options Paper	TBC		Force
1.4	Sept / Oct 2016	Public Protection	Public Protection Business Case as part of move to thematic structure.	TBC	Det Supt Rob Griffin	Force
1.5	Sept 2016	Response	Response Options Paper	TBC	Supt Matt McFarlane	Force
1.6	Sept 2016	Neighbourhoods	Neighbourhoods Business Case as part of move to thematic structure.	TBC	Supt Richard Fretwell / Supt Mike Manley	Force

Contracts (above £250k)						
Ref	Date	Subject	Summary of Decision	Cost (£) <i>Where available.</i>	Contact Officer	Report of OPCC / Force
2.1	July 2016	Covert Vehicle Hire Services	Regional including Derbyshire, Leicestershire, Lincolnshire, Northamptonshire and Nottinghamshire	£1,040,000 (£261,000 pa)	Ronnie Adams, EMSCU	Force
2.2	July 2016	Refurbishment of 1 st Floor, West Bridgford	Part of the Estates Rationalisation Programme.	£300,000	Ronnie Adams, EMSCU	Force
2.3	July 2016	Forensic Medical	Medical Services for Custody and SARC	£4,000,000	Ronnie Adams	Force



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		Examination			EMSCU	
2.4	July 2016	Uniform	Extension to Uniform Managed Service	TBC >£250.000	Ronnie Adams EMSCU	Force
2.5	Sept 2016	Vehicle Recovery	Recovery of seized vehicles 5 garages on contract	£800k - £1.4 million per garage	Ronnie Adams EMSCU	Force
2.6	Sept 2016	Victim Services	Contract for new service	£2 Million	Ronnie Adams EMSCU	Force
2.7	Oct 2016	Liquid Fuels	New ESPO framework non committed	TBC >£250k	Ronnie Adams EMSCU	Force
2.8	Oct 2016	Financial & Personal Services	Regional Framework	TBC >£250k	Ronnie Adams EMSCU	Force
2.9	Jan 2017	Waste Management	All waste services including general, recycled, WEEE and confidential shredding. Nottingham Police lead for National agreement.	£550,000k – £3 million	Ronnie Adams EMSCU	Force
2.10	Mar 2017	Cleaning Contract	Re-tendering of the cleaning contract	£1.8 million	Ronnie Adams EMSCU	Force
2.11	TBC	ESN Devices	National Programme for the replacement of Airwaves	TBC >£250k	Ronnie Adams EMSCU	Force
2.12	TBC	Forcewide Telephony Support	Short term support contract	TBC >£250k	Ronnie Adams EMSCU	Force
2.13	TBC	Temporary Staff – Long term and Specialist	Procurement for the long term provision of temporary agency staff to Nottinghamshire Police for a period of two years with the option to extend for a further two years.	£2.6 million	Ronnie Adams, EMSCU	Force
2.14	TBC	Various contracted work at Oxclose Lane and Carlton	Part of the Estates Rationalisation Programme. Still at Business Case stage.	£850,000 Carlton £300,000 Oxclose	Ronnie Adams, EMSCU	Force
2.15	TBC	Holmes House & Mansfield	Consultants and Contractors	>£800,000	Tim Wendels,	Force



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		Police Station	Still at Business Case stage.		Assets	
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Estates, ICT and Asset Strategic Planning						
Ref	Date	Subject	Summary of Decision	Cost (£) <i>Where available.</i>	Contact Officer	Report of OPCC / Force
3.1	July 2016	Netherfield Front Counter	Lease of premises for new Front Counter at St George's Centre, Victoria Road, Netherfield	£25,000 capital spend £5,000 annual rental	Tim Wendels, Estates and Facilities	Force
3.2	Aug 2016	Sherwood Lodge	Lease of space within Stores Block to Newark & Sherwood DC for CCTV Control Room	TBC	David Heason, Estates & Facilities	Force
3.3	Sept 2016	Cotgrave Police Station	Sale of existing Police Station and long lease of new Partnership Hub building	Property exchange	Tim Wendels, Estates and Facilities	Force
3.4	Aug /Sept 2016	Bunkered Fuel Sites	Decommissioning, repair and addition of bunkered fuel sites around Nottinghamshire.	TBC	Tim Wendels, Estates and Facilities	Force
3.5	Sept 2016	Hucknall Police Station	Lease of replacement premises for Neighbourhood Team and Training facilities. Sale of existing Police Station.	TBC	Tim Wendels, Estates and Facilities	Force
3.6	Aug /Sept 2016	Selston, Radcliffe on Trent and East Leake Police Stations	Review of future of Selston, Radcliffe and East Leake Police Stations	TBC	Tim Wendels, Estates and Facilities	Force
3.7	Sept /Oct 2016	Nottingham Bridewell	Review of the future of the Bridewell.	TBC	Tim Wendels, Estates and Facilities	Force



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Workforce Plan and Recruitment Strategies						
Ref	Date	Subject	Summary of Decision	Cost (£) <i>Where available.</i>	Contact Officer	Report of OPCC / Force
4.1	July 2016	Police Officer Recruitment	Open up Police Officer recruitment in January 2017 due to the higher number of police officer leavers.	TBC	James Lunn	Force



Delivering the future

**Developing a policing model for
Nottinghamshire for 2020 and beyond**

Contents Page

Introduction

Our common mission, nationally and locally, remains the same: “To make communities safer by upholding the law fairly and firmly; preventing crime and antisocial behaviour; keeping the peace; protecting and reassuring communities; investigating crime and bringing offenders to justice.”

We must be able to complete this mission at a time when the nature and complexity of crime is evolving and during a period of continuing austerity.

This document aims to describe the operating model for Nottinghamshire Police, explaining how it will deliver services and meet its mission of protecting our communities within the financial constraints placed upon it.

Development of a Policing Model for Nottinghamshire for 2020 and beyond



The National Policing Vision for 2020

The National Police Chiefs' Council has produced a draft policing vision for 2020, which provides helpful context on the reasons why change is required.

By 2020 nationally it is expected that:

- ***local policing will be aligned, and where appropriate integrated, with other local public services to improve outcomes for citizens.***

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- ***specialist capabilities will be standardised and aggregated to maintain capability and resilience across policing to achieve greater agility when managing risk.***
- ***digital policing will make it easier and more consistent for the public to make digital contact, improve our use of digital intelligence and evidence and ensure we can transfer all material in a digital format to the criminal justice system.***
- ***policing will be a profession with a more representative workforce that will align the right skills, powers and experience to meet challenging requirements.***
- ***police business support functions will be delivered in a more consistent manner to deliver efficiency and enhance interoperability across the police service***
- ***there will be clear accountability arrangements to support policing at the local, cross force and national levels.***

Key elements from the National Police Chiefs' Council vision are included in the appendix.



East Midlands Police Collaboration
Derbyshire Leicestershire Lincolnshire Northamptonshire Nottinghamshire

Collaborative policing services have been operating successfully in the East Midlands for more than a decade. These collaborations have allowed us to significantly improve our service to our communities and protect our frontline resources while also reducing risk and costs. We can focus our specialist resources where and when they are needed most to serve the public in the best way. Our collaborations cover a number of police functions from armed policing to transactional functions.

East Midlands Special Operations Unit (EMSOU)

The East Midlands Special Operations Unit launched in 2001 as a small regional unit co-ordinating the deployment of test purchase officers for the region.

In January 2005, a Regional Intelligence Unit was added to examine the serious and organised crime intelligence picture across the region. In August of that year all five forces; Nottinghamshire, Derbyshire, Lincolnshire, Leicestershire and Northamptonshire agreed to the development of an operational capability.

In December of the same year, the region's chief constables agreed to the development of EMSOU and significant funding was obtained from the Home Office.

EMSOU is made up of around 1,500 officers and staff drawn from the five forces of the East Midlands. It is the largest such regional unit in the country, to which we contribute 203 officers. Within EMSOU there are a number of specialist units managing investigations in different areas of serious crime:

- **Homicide**
- **Serious and organised crime**
- **Counter terrorism and domestic extremism**
- **Asset recovery**
- **Fraud and Financial Investigation**
- **Forensic services**

This regional approach provides a significant response to tackling organised crime that crosses force boundaries.

EMSOU was recently highlighted by Her Majesty's Inspectorate of Constabulary as: "The most advanced and well-established of the Regional Organised Crime Units with the greatest breadth of capabilities to undertake the greatest range of critical policing functions, including surveillance and cyber-crime investigations.

"EMSOU is a model which other regions can emulate."

The Chancellor of the Exchequer also praised the collaboration between the five East Midlands forces as 'unique' and 'a model for all others to follow'.

East Midlands Operational Support Services (EMOpSS)



EMOpSS brings together the specialist resources of Nottinghamshire, Northamptonshire, Lincolnshire and Leicestershire to deliver a range of specialist policing services such as:

- **Armed Response**
- **Dogs**
- **Tactical Firearms Teams**
- **Tactical Roads Policing Teams**

- **Events Planning**
- **Tactical Support Teams**
- **Firearms Training**

Nottinghamshire's commitment to EMOpSS is 159 officers. The combined officer number of 541 offers us greatly increased flexibility and resource capability than operating alone. It is not uncommon for officers from other forces, including firearms officers to be deployed into Nottinghamshire to ensure that we have sufficient staff to meet actual or potential risks.

East Midlands Police Collaboration Programme (EMPCP)

EMPCP was formed in 2007 and operated until 2014 with the aim of identifying additional areas of policing which could be delivered jointly between forces to maximise effectiveness and to achieve efficiencies.

During this seven year period the programme delivered the following regional services which continue to operate:

- **Legal Services**
- **Learning and Development**
- **Occupational Health**
- **Strategic Commercial Unit**

Most recently the Strategic Commercial Unit, which manages procurement and supplier contracts for both the Nottinghamshire and Northamptonshire forces, won the Team of the Year category of the National Government Opportunities (GO) Excellence in Public Procurement Awards 2016/17.

HR and Finance collaboration



Nottinghamshire Police is a member of the Multi-Force Shared Service (MFSS) programme, which is a collaboration with Northamptonshire Police Force and Cheshire Constabulary. Under the MFSS transactional business functions in relation to finance and human resources are hosted remotely in Cheshire.

The MFSS is a business model which enables other forces and services to on board and is not constrained by geographic boundaries the Civil Nuclear Constabulary joins the MFSS in 2016.

East Midlands Criminal Justice Services (EMCJS)

East Midlands Criminal Justice Services work across Nottinghamshire, Leicestershire, Lincolnshire and Northamptonshire and deliver a broad range of

services both internally and externally for the forces. The department provides a link between the police and the other criminal justice agencies.

The prosecutions department of EMCJS works in partnership with the forces, together with partners, to reduce offending. The collaboration helps bring more offenders to justice and speeds up the criminal justice process.

The aim is to provide the best possible service for victims and witnesses and to build trust and confidence in the criminal justice system in Nottinghamshire.

The department consists of the following units:

- **File preparation**
- **Witness Care**
- **PNC Bureau**
- **Disclosure and Barring Service**
- **Summary Process Unit**

The EMCJS Custody Department manages the three Nottinghamshire custody suites. A Chief Inspector leads both the Lincolnshire and Nottinghamshire Custody suites as part of the regional arrangements.

Nottinghamshire Police, as part of the EMCJS, is leading the way in the use of national police presenters. This project has seen police staff handling road traffic cases where a guilty plea is entered. The case management hearings have reduced the need for adjournments and have improved outcomes. A digital solution to prosecution has been developed which gives presenters access to the police network direct from the courtroom and has removed the need for transferring paper files to both the court and the Crown Prosecution Service.

Niche



Niche was implemented in Nottinghamshire in February 2016. The computer system links our crime, intelligence, property management, custody and case management systems. All of the five forces in our region are now on Niche, this helps to remove geographical boundaries allowing the East Midlands Police forces to share information and deal with suspects from any area, in what is a national first. Niche also creates scope for significant savings as a result of less input of data being required.

Linking all of the case management electronically creates efficiencies across the criminal justice system and improves the outcomes of investigations.

Tri-Force Collaboration Development

In 2015, Nottinghamshire, Leicestershire and Northamptonshire Police began to look at further collaborative opportunities.

The three forces and Police and Crime Commissioners set the following principles:

Maximise opportunities to protect communities:

- Fundamentally this is about providing a service to meet the needs of the communities we serve rather than our own organisations.
- Creating the capacity and capability to respond to new and emerging threats i.e. Cyber, Child Sexual exploitation, fraud, hate crime

Optimise use of available financial resources:

- Recognising the austerity challenges; the need to deliver a sustainable policing model from less resources

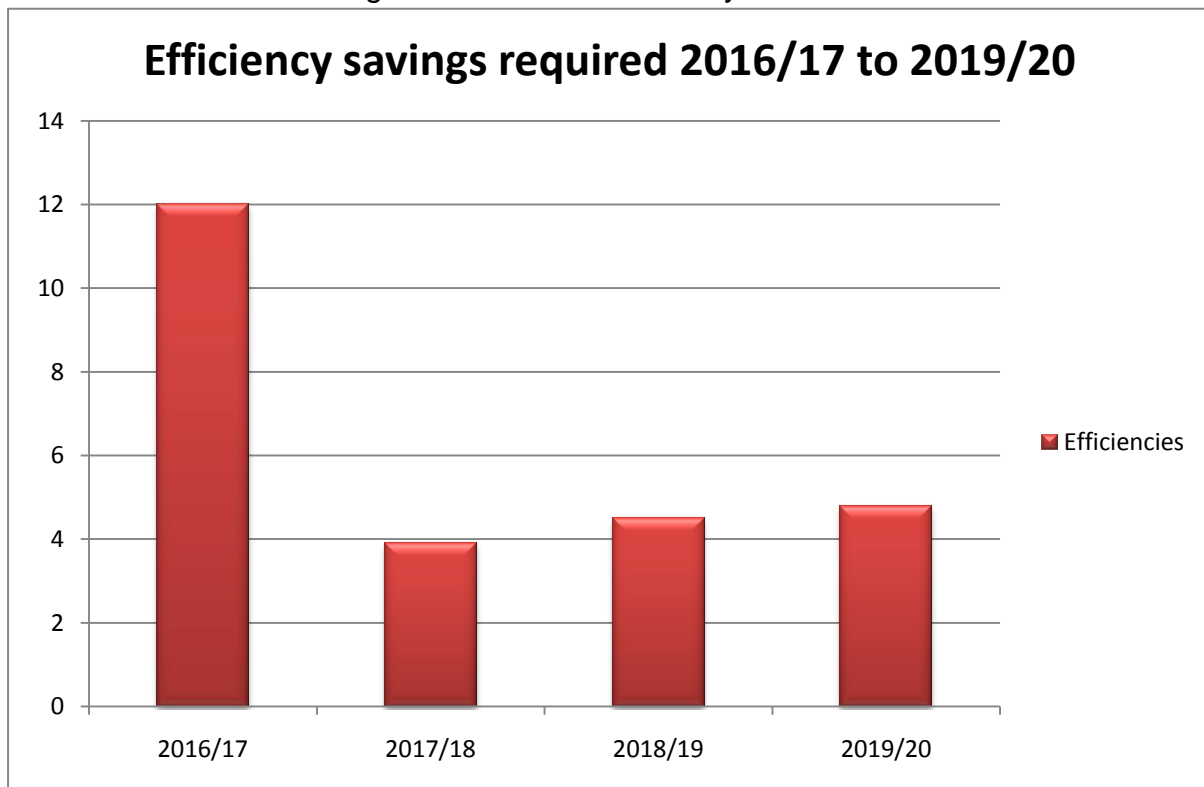
In June 2016 the progression of a Tri-Force Collaboration was agreed. The focus will be on a number of local collaborative programmes including Enabling Services, Contact Management and Niche Optimisation.

Policing in austerity – The financial challenge to 2020

Since 2010 Nottinghamshire Police has delivered £43.6 million in efficiency savings. The table below sets out the financial plan until 2019/20, which illustrates the continuing financial challenge. Budgets continue to fall and inflationary pressures remain year on year, therefore requiring future efficiencies to be factored in to our model.

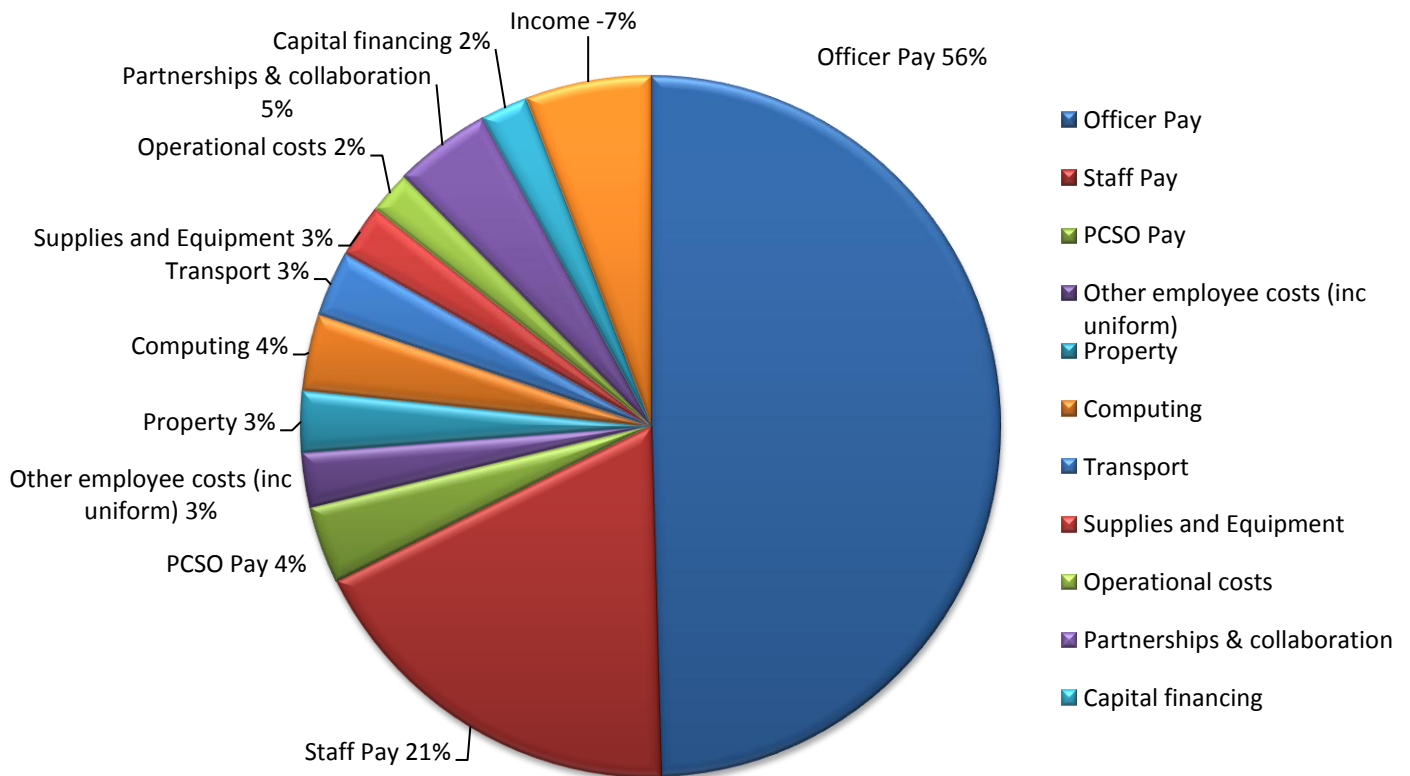
£m	2015/16	2016/17	2017/18	2018/19	2019/20
Net expenditure	202.1	202.2	193.5	191.7	189.4
Savings, efficiencies & reserves	-12.5	-12.0	-3.9	-4.5	-4.8
Further (savings)/underspend	0	0.0	-0.7	0.4	1.8
Total net expenditure	189.6	190.2	188.9	187.6	186.4
Grants	136.5	135.8	133.1	130.4	127.8
Precept	53.1	54.4	55.8	57.2	58.6
Total Financing	189.6	190.2	188.9	187.6	186.4

The chart below illustrates the efficiency savings that need to be achieved by 2020. A further £25.2m of savings need to be identified by 2020.



The way in which we currently presently spend our budget is illustrated below:

Budget 16/17



To assist the development of our future model it is helpful to reflect on some of the indicators that have been tracked within the HMIC Value for Money Profile 2015.

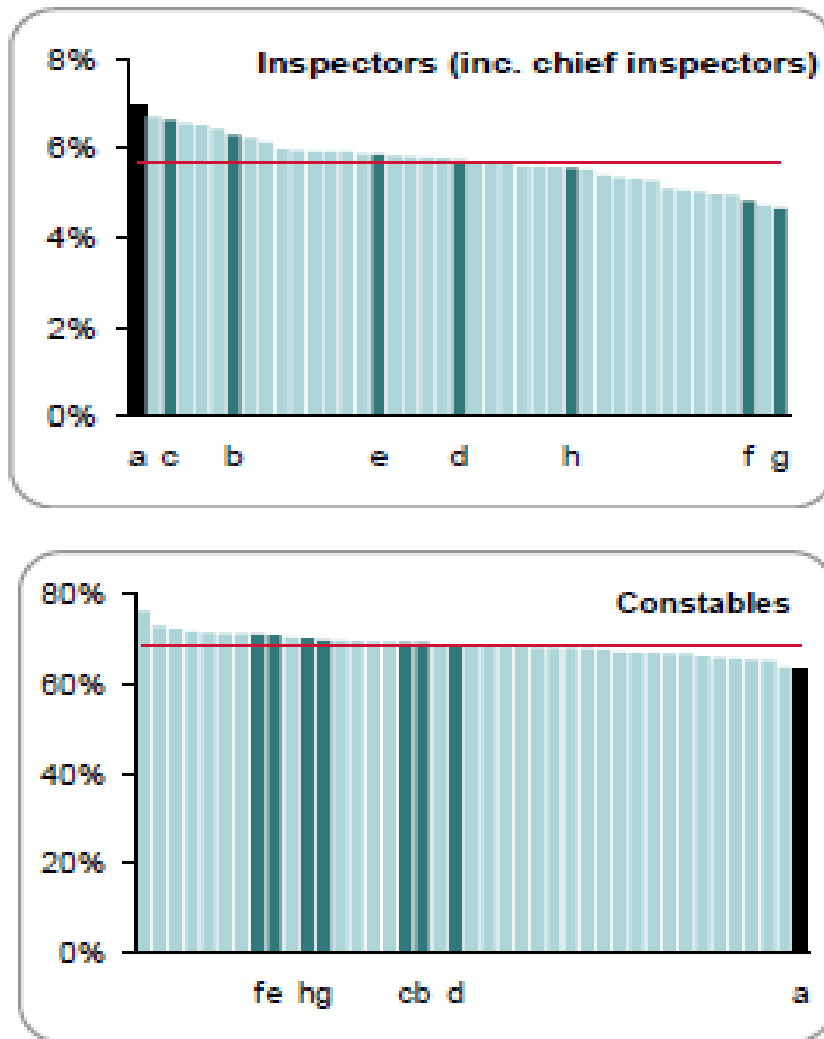
The document indicates that we spend £106.5m on police officers and with a population of 1,116k it equates to £95.43 per head of population. This is slightly above the national average at £95.20 and well above our most similar forces group which is £91.70 per head of population.

In reviewing our model and our commitment to protect frontline policing we have reviewed the ratio of police officer managers to the frontline rank of police constables in comparison to our peers.

The following charts show how Nottinghamshire compares with all forces in the country and our most similar forces are identified as below:

a – Nottinghamshire, b – Kent, c – Bedfordshire, d – Lancashire, e – Essex, f - South Yorkshire, g – Leicestershire and h – Hertfordshire

Nottinghamshire is indicated by the black bar on the charts and each of the other bars represents a different force. The horizontal line represents the national average on each of the charts.



As can be seen we have fewer constables as a percentage of our workforce than every other force in the country yet we have the highest ratio of inspecting ranks.

To further illustrate this, the table below shows how much more a supervisor costs per year when compared to a constable:

Assistant Chief Constable	£105,276
Chief Superintendent	£70,793
Superintendent	£55,363
Chief Inspector	£31,329
Inspector	£24,906
Sergeant	£10,391
Constable	£0

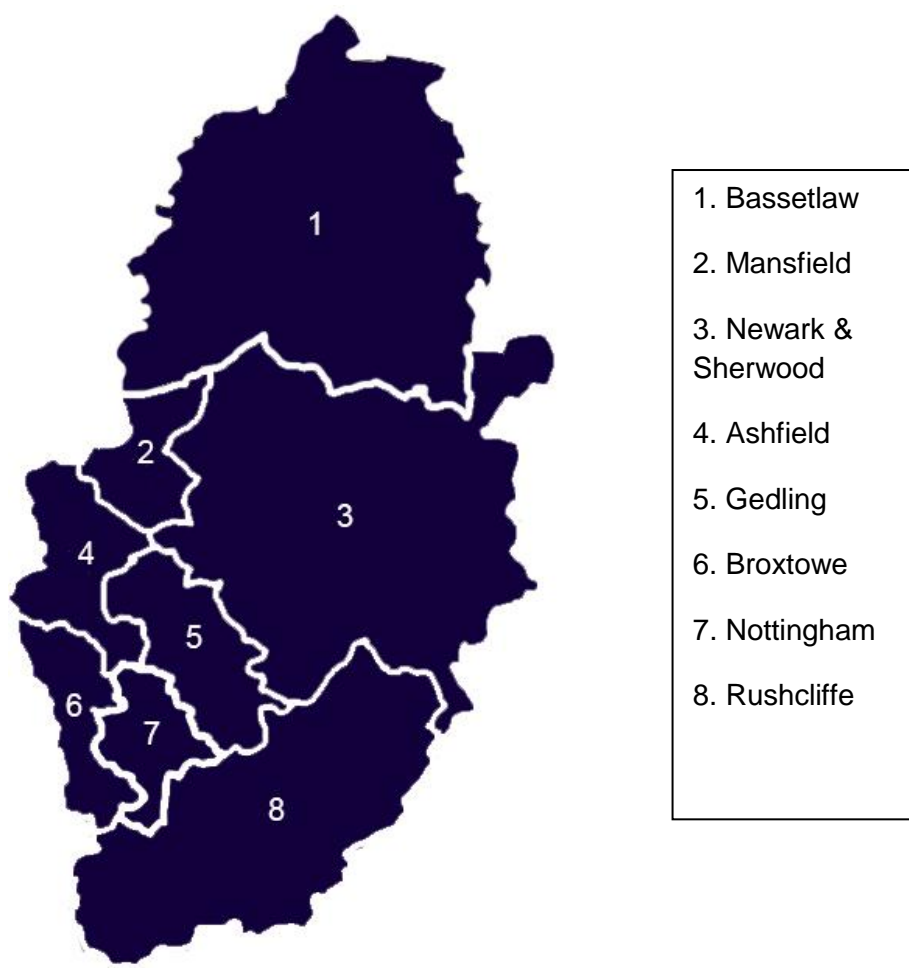
Nottinghamshire Police's future policing model seeks to enable and positively address these ratios to protect the frontline and enable us to better protect our communities from harm.

Local Policing Structure

The Nottinghamshire Police area covers the 834sq mile of Nottinghamshire, which incorporates the unitary authority of Nottingham City Council and Nottinghamshire County Council and seven local authorities.

The city of Nottingham's boundaries are tightly drawn and exclude several suburbs and satellite towns that are usually considered part of greater Nottingham. This area is covered by the unitary authority and four local authorities.

The population of Nottinghamshire is 1.12 million with a third of the population residing within the city.





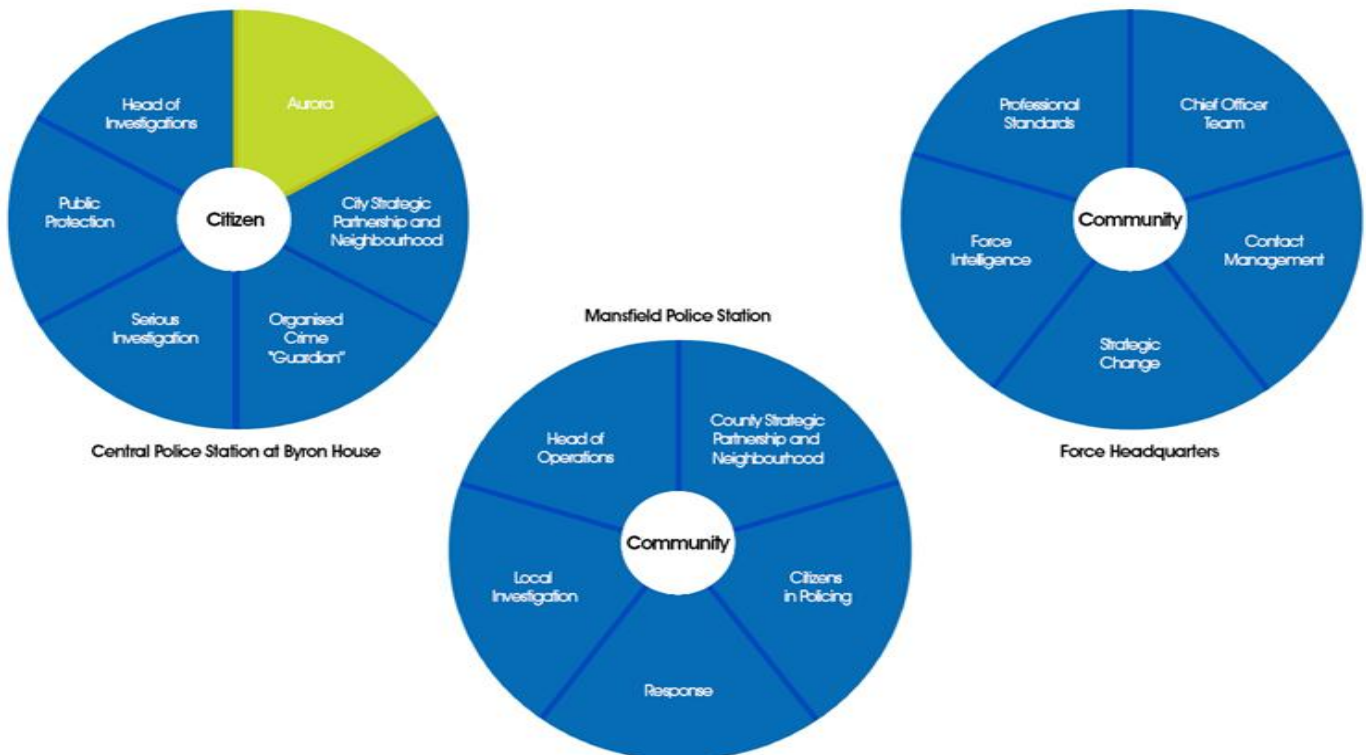
Leadership Hubs

It is important that our senior leaders are accessible and visible both to their staff and communities across the county. As a result senior officers, superintendents and above and police staff heads of departments, and their support will be based within three distinct locations identified as leadership hubs. This is to provide effective coverage across Nottingham and Nottinghamshire.

The location of these hubs has been identified as the new Central Police Station, in the city centre, Force Headquarters at Sherwood Lodge near Arnold and Mansfield Police Station. The leadership hub locations will continue to enable and enhance partnership working arrangements.

The following diagram is indicative of where senior officers will be based and final decisions are yet to be made. However, it is expected that all the senior leaders will be accessible and visible both to their staff and communities across Nottingham and Nottinghamshire. All senior staff are provided with equipment to enable agile working.

Three leadership hubs



Neighbourhoods in the new model

It was considered crucial that the neighbourhood structure recognised the benefits of maintaining a separate superintendent with specific responsibility for neighbourhoods in the city and county. This particularly relates to the outstanding work that has been developed in partnership with the city around Aurora II and with the Safer Nottinghamshire Board and through our co-location agreements with a number of the district and borough councils.

Neighbourhood policing is currently structured around geographic and political boundaries in the city and county. The proposal is that these geographic and political boundaries are maintained with a superintendent leading each of the city and county neighbourhood commands to enable partnership working to continue to grow and develop.

Staffing will be allocated to neighbourhoods based upon the threat, harm and risk.

The other thematic disciplines of policing such as investigations, response and public protection, as well as our collaborative units, support the neighbourhood teams in protecting their communities.

Our new structure

Enhancing our partnerships – By maintaining superintendent posts to lead both the city and county neighbourhoods and strategic partnerships it recognises the importance of these existing relationships and enhancing the excellent work that has been done in recent years to both reduce crime and improve perception. This is also enhanced by our commitment to local neighbourhood teams being co-located with partners. The post holder will provide local visible leadership and will be accountable for performance.

Leadership – It is a fact that Nottinghamshire has higher levels of supervisors than forces elsewhere. The changes proposed will result in fewer supervisors but the supervision ratios will only be subject to a slight change as our staffing numbers reduce in line with reducing budgets. The benefit is that more front line officers can be retained. The force maintains two chief superintendents for local policing functions albeit they have force wide responsibility rather than geographic responsibility, enabling clarity and consistency of command across the force.

Crime levels – The proposed changes are designed to give a more efficient structure so that we can maximise the number of officers available to deal with operational incidents. By developing a lean business model it will enable us to invest in areas of higher risk to ensure that we are making the best use of fewer resources to target the areas of highest risk and the crimes that cause the greatest harm.

Capacity – Through our investment in technology and changing the way we operate we can maintain effective and efficient service within a balanced budget.

Partnership working – The force will retain the existing beat structure and each beat will be overseen by beat teams. (Numbers may reduce but the teams will remain). Additionally, each will continue being managed by a neighbourhood policing inspector who is publically accountable and the focus for partnership activity. As now, the police will still have chief inspectors and two superintendents to ensure that partnership working is not put at risk. Plans are being developed for closer working relationships in a number of locations such as Ashfield and Mansfield with partnership hubs being developed.

Nottingham as a core city – As previously discussed the only functions that are presently delivered and managed locally are neighbourhoods and investigations. The local focus of neighbourhoods will remain and there will be increased resilience in the investigative function. Superintendents are very senior officers, and effective leaders supported by an efficient thematic model will have a mandate to further develop local relationships and meet the challenges of policing a core city.

The police are wholly committed to delivering the best possible service to Nottinghamshire and our approach is in line with the College of Policing Vision for 2020. The approach being taken will enable us to fully commit to the Tri-Force Collaboration. This will allow us to maximise the resources that we can commit to the

city and county while providing access to a wide range of specialist teams that are needed to address Nottinghamshire's unique challenges.

As part of the process an Equality Impact Assessment was commenced and this has not identified any new risks in the way in which we will serve you, our communities. This is largely related to the fact that the new structure is likely to improve our response to incidents. Our expectations of our local neighbourhood policing teams have not changed. This assessment will continually be refreshed as the detailed design is finalised.

Key Staff

On 15 March 2016 the Chief Constable Chris Eyre announced that with effect of 1 May 2016 the Head of Operations would be Chief Superintendent Mark Holland and the Head of Investigations and Intelligence would be Detective Chief Superintendent Gerard Milano.

The appointments made on 1 May 2016 enabled the new team to commence detailed design activity. The time scale for the completion of the change programme is 31 March 2017 but the new structure with all of its governance processes are expected to be operational on 1 July 2016.

Appointment of Superintendents:

On 16 March 2016 the senior officers were identified for postings in the new corporate structure as below:

Role		Officer
1	Head of Investigations and Intelligence	Detective Chief Superintendent Gerard Milano
2	Head of Intelligence	Detective Superintendent Mark Pollock
3	Head of Public Protection	Detective Superintendent Robert Griffin
4	Head of Serious Investigations and Organised Crime	Detective Superintendent Simon Firth
5	Head of Local Investigations	Superintendent Ted Antill
6	Head of Operations	Chief Superintendent Mark Holland
7	Head of Contact Management	Superintendent Paul Burrows
8	Head of City Strategic Partnership	Superintendent Mike Manley
9	Head of County Strategic Partnership	Superintendent Richard Fretwell
10	Head of Citizens in Policing	Chief Inspector Richard Stapleford
11	Head of Response Policing	Superintendent Matt McFarlane
12	Head of Professional Standards	Detective Superintendent Jackie Alexander
13	Head of Change	Superintendent Steve Cartwright

During the design work and to ensure continuity and to maintain our commitment to partnership working in the city during the implementation of the Aurora II Programme

the Chief Constable agreed that Mike Manley would retain in his Temporary Chief Superintendent status.

The design has commenced with the following actions being progressed:

- The minimum number of warranted officers at each rank that are available for local policing have been confirmed – the final target numbers are to be achieved by 31 March 2018
- Activity is taking place to agree the working assumptions for each thematic area of the model that will facilitate design
- Discussions are taking place to define in detail the local operating model and how its governance will work.
- Design of the new tasking process, which will ensure that we maintain and build on existing partnership tasking arrangements

Strategic Briefings

This document forms part of our stakeholder and community briefing strategy.

Senior leaders within the force have delivered briefings to a number of key partners including:

Conclusions

This document set out to inform our communities, partners and stakeholders of the steps that Nottinghamshire Police is taking to align its structure for the challenges that it faces both now and through to 2020 and beyond.

The changes seek to enable us to provide balanced budgets and to create a flexible structure that sets us up for wider collaboration whilst at the same time maintaining and developing local partnerships. We recognise that we will have fewer resources and we need to reorganise in an efficient way to deliver our mission, which is to:

- **Make communities safer by upholding the law fairly and firmly**
- **Preventing crime and antisocial behaviour; keeping the peace**
- **Protect and reassure communities**
- **Investigate crime and bring offenders to justice**

Contact and Feedback

The Delivering the Future team is engaged in a process of continual review of our working practices. We welcome feedback on this document, together with any thoughts that you may have on how we can continue to evolve to deliver our mission over the next four years and beyond.

You can write to:

The Delivering the Future Team, Nottinghamshire Police, Force Headquarters, Arnold, Nottingham, NG5 8PP You can e-mail: deliveringthefuture@nottinghamshire.pnn.police.uk

Appendix

National Police Chiefs' Council – Vision for 2020

Why does policing need to change?

- 2.2 *Globalisation continues to accelerate and present new challenges resulting in a rise in the complexity of the police task. Communities will become increasingly diverse and complex necessitating a more sophisticated response. Proposals to devolve more power to locally elected mayors to lead combined authorities covering health, policing and social services provide real potential for the development of more integrated working practices. Policing must be at the heart of these debates.*

- 2.3 *The police service faces a new crime challenge. Police have continued to reduce acquisitive crime but are now dealing with significant increases in cases of child safeguarding and domestic abuse. These “high harm” crimes are complex in nature, staff intensive and police officers dealing with them are rightly subject to high levels of personal accountability and public scrutiny. We need to ensure we get our response to these crimes right.*

- 2.4 *Serious and organised crime generates new threats, like human trafficking, while terrorism has become more fragmented and harder to combat. There is a requirement for an aggregated response in which specialist resources are brought together from a number of police forces to ensure such threats are tackled effectively.*

- 2.5 *As online transactions increase, the threat from cybercrime grows - whether it is fraud, data theft, grooming and exploitation of children or stalking and harassment. As many traditional crimes continue to fall, policing has to focus on protecting people from this new type of harm through the development of new tactics and capabilities.*

- 2.6 *The increasing availability of information and new technologies offer us huge potential to improve how we protect the public. It sets new expectations about the services we provide, how they are accessed and our levels of transparency. Digitisation also offers huge potential to accelerate business processes, manage risk more effectively and revolutionise the criminal justice process.*

- 2.7 *As the nature of crime changes so does the skills required of the workforce. We will need to compete for the best people to create a police service which is better equipped to deal with changing requirements. This will mean that forces will be better at tackling crime and the public will have greater confidence in the police.*

- 2.8 *The public expect us to protect them from harm. In the last five years of austerity, we have contracted and made significant efficiency savings without substantial reductions in policing quality. The only way we can address the new policing challenges with this smaller resource base is by transforming our*

approach to policing.

3. Policing Mission and Values 2020

- 3.1 *The mission of policing remains consistent, and is enshrined in the statement of common purpose and values, although how this will be interpreted in terms of priorities will change over time in response to external developments.*

The mission is;

- 3.2 *to make communities safer by upholding the law fairly and firmly; preventing crime and antisocial behaviour; keeping the peace; protecting and reassuring communities; investigating crime and bringing offenders to justice.*

4. What will change?

- 4.1 ***By 2020 local policing will be aligned, and where appropriate integrated, with other local public services to improve outcomes for citizens.***

We will do this by:

- *Ensuring policing is increasingly focused on proactive preventative activity as opposed to reacting to crime once it has occurred.*
- *Working with our partners to help resolve the issues of individuals who cause recurring problems and crime in the communities they live in; reducing the requirements that these people place on the public sector and policing specifically.*
- *Using an improved understanding of vulnerability, both in physical and virtual locations, as a means of improving and differentiating service and protection. This may mean moving away from neighbourhood policing as a universal service across all forces to one that is informed by the evidence of what works targeting vulnerability and areas of high need and demand.*
- *Supporting multi-agency neighbourhood projects that build more cohesive communities and solve local problems - it often will not be realistic for police to play the central role.*
- *Improving data access, sharing and integration to establish joint technological solutions and enabling the transfer of learning between agencies and forces so we can work more effectively together to embed evidence based practice.*
- *Moving towards a place-based approach with more multi-agency teams or hubs to tackle community issues that require early action by a range of agencies and organisations. The ability to move beyond isolated, service based practice and look across a 'whole place' to commission preventative services using pooled budgets.*
- *Working with partners to ensure their savings are structured in a way that does not impact on policing services.*

4.2 By 2020 specialist capabilities will be standardised and aggregated to maintain capability and resilience across policing to achieve greater agility when managing risk.

We will do this by:

- *Enhancing capability and achieving value for money by scaling up specialist capabilities and standardising force and individual functions where appropriate.*
- *Developing the way policing is structured so more specialist services are shared and delivered in the most effective way through national, cross-force or hub structures.*
- *Establishing a common methodology that recognises different threats, geographies and population densities to map resource against demand.*

4.3 By 2020 digital policing will make it easier and more consistent for the public to make digital contact, improve our use of digital intelligence and evidence and ensure we can transfer all material in a digital format to the criminal justice system.

4.4 By 2020 policing will be a profession with a more representative workforce that will align the right skills, powers and experience to meet challenging requirements.

4.5 By 2020 police business support functions will be delivered in a more consistent manner to deliver efficiency and enhance interoperability across the police service

4.6 By 2020 there will be clear accountability arrangements to support policing at the local, cross force and national levels.

For Consideration	
Public/Non Public*	Public
Report to:	Police and Crime Panel
Date of Meeting:	5th September 2016
Report of:	Paddy Tipping Police Commissioner
Report Author:	Kevin Dennis
E-mail:	kevin.dennis@nottinghamshire.pnn.police.uk
Other Contacts:	Kevin Dennis
Agenda Item:	6

POLICE AND CRIME PLAN – ANNUAL REPORT (2015-16)

1. PURPOSE OF THE REPORT

- 1.1 The purpose of this report is to provide the Police and Crime Panel with the Commissioner's Annual Report in respect of his Police and Crime Plan for 2015-16. **Appendix A** contains the full report.
- 1.2 The report identifies the end of year performance against targets and a summary of the range of activities that have been implemented during 2015-16.

2. RECOMMENDATIONS

- 2.1 That the Panel discuss and note the progress made.
- 2.2 That the Panel scrutinises performance against the strategic priority themes and activities set out in the Police and Crime Plan.

3. REASONS FOR RECOMMENDATIONS

- 3.1 The Police Reform and Social Responsibility (PR&SR) Act 2011 places a statutory duty on the Commissioner to produce an Annual Report on the exercise of his functions in each financial year, and the progress which has been made in meeting the police and crime objectives in the Commissioner's Police and Crime Plan.
- 3.2 As soon as practicable after producing the Annual Report, the Commissioner must send the report to the Panel. The Commissioner must attend before the Panel at the public meeting arranged by the Panel to present the report to the Panel and answer the Panel's questions on the report.
- 3.3 The Commissioner must give the panel a response to any report or recommendations on the annual report and publish any such response.

3.4 This report fulfils in part these statutory obligations.

4. Summary of Key Points

4.1 The Annual Report details progress in respect of the Commissioner's election pledges, performance against his Police and Crime Plan targets/objectives and a summary of the various activities undertaken by Police, Partners and the community to make Nottinghamshire a safer place to live, visit and work.

5. Financial Implications and Budget Provision

5.1 None - this is an information report.

6. Human Resources Implications

6.1 None - this is an information report.

7. Equality Implications

7.1 None

8. Risk Management

8.1 Risks to performance are identified in other reports.

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

9.1 This report provides Members with the Commissioner's Annual Report on progress in respect of the Police and Crime Plan for 2015-16.

10. Changes in Legislation or other Legal Considerations

10.1 None which affects the content of this report.

11. Details of outcome of consultation

11.1 The Deputy Chief Constable has been consulted on this report.

12. Appendices

A. The Commissioner's Annual Report (2015-16).

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

- Police and Crime Plan 2015-2018 (published)

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Nottinghamshire

POLICE & CRIME COMMISSIONER

Nottinghamshire Police and Crime Commissioner's

Fourth Annual Report

2015 – 2016

Draft V4

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Foreword

Policing is all about helping people. There are many people living in Nottinghamshire who need that help and we are constantly pushing the boundaries to deliver it. My Annual Report 2015-16 shows the exceptional progress made over the past 12 months to support ordinary people; people who through no fault of their own have suffered at the hands of crime, people who are at risk of violence or brutality, people who face physical or mental abuse just because of their race or sexuality and people who need desperate help to break free from their addictions.

Policing can have a transformative influence on people's lives – change that cannot be captured through crime figures. Who knows how many more offences we have prevented through early intervention or how many victims we have saved from abuse by education and counselling? I'm immensely proud of the difference we're making to peoples' lives through strong, partnership working.

The next chapter of our progress will continue to see enhanced services for victims of domestic and sexual violence and further work to tackle low-level harassment and crimes against women and girls. We recently became the first force in the country to categorise misogyny as a hate crime – sending a hugely symbolic message to victims about how seriously we take their experiences.

We will also welcome our new victims' services model in January 2017, a model which empowers community-based organisations to deliver help to hard-to-reach individuals in the very communities in which they live or frequent. Hate crime remains a priority and we will be increasing our work to encourage victims to report incidents to the police so we can support them.

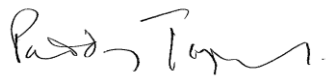
We ended 2015-16 in a very strong position but it is a position we have earned through hard work, innovation and foresight. Crime in Nottinghamshire is falling faster than almost anywhere else in the UK. On top of this, Nottinghamshire Police is the fastest improving police force in England and Wales and continues to lead the way in innovative policing, particularly in domestic violence and brutality against women.

Our pioneering approach will be boosted by £2.2m of additional funding over the next 12 months through the Police Transformation Fund. This money will be invested in a partnership project with Leicestershire and Northamptonshire aimed at eliminating duplication between the three forces and ensuring they have access to a larger pool of information and intelligence to help officers make faster and more informed decisions. A further £3,536,000 will be available to the project in 2017/18 through the same fund

Among other successes, I'm exceptionally pleased to see the amazing progress made in terms of Stop and Search which now sees Nottinghamshire Police with one of the lowest stop and search rates in the country but the highest positive outcome rate. I'm determined this policing strategy is used in a way that reassures our communities and will continue to ensure it is robustly monitored in the future.

It has been a true honour to serve Nottinghamshire since 2012 and an even greater privilege to be asked to serve it again. Our county is already a safe and thriving place to live, work and visit and with a firm agenda for action and change, it is my ambition that it will continue to be so.

Finally, I would like to acknowledge the work and achievements of my deputy Chris Cutland who retired in April. Chris provided me invaluable support throughout my first term in office and I know that she made a huge difference to victims and witnesses, especially women, who are now better protected and supported as a result of her work.

A handwritten signature in black ink, appearing to read 'Paddy Tipping'.

Paddy Tipping

**Nottinghamshire Police and Crime
Commissioner**

Introduction

This is the Commissioner's fourth Annual Report relating to his 2015-16 Police and Crime Plan and his first term of office which commenced on 22 November 2012. The Commissioner commenced his second term of office on 11th May 2016 following his election on 5th May 2016.

During these three and half years the Commissioner has been working with the former Deputy Commissioner to put into action the pledges and strategic activities made as part of his first election campaign. Each year the Commissioner has chosen to refresh his Police and Crime Plan.¹

The Commissioner is required by law to produce an annual report and to share it with the Police and Crime Panel for consideration. He will publish his response to their comments and recommendations following the Panel's meeting in September 2016.

This report covers the financial year from April 2015 to March 2016, and highlights some of the key achievements made since he became the first Police and Crime Commissioner for Nottinghamshire.

The Police and Crime Plan draws strongly on the experiences of the public, shared during an extensive engagement and consultation programme. It aims to put their views – and the interests of victims – at the heart of policing for Nottingham and Nottinghamshire and sets out the main priorities for action over the next year, reflecting what the public has told us needs to happen to increase their feelings of safety and reduce their fear of crime.

The Police and Crime Plan is built on:

- The Commissioner's commitments;
- The seven priorities identified through partnership working and consultation; and
- Supporting actions aimed at reducing crime and which, in turn, will lead to fewer victims.

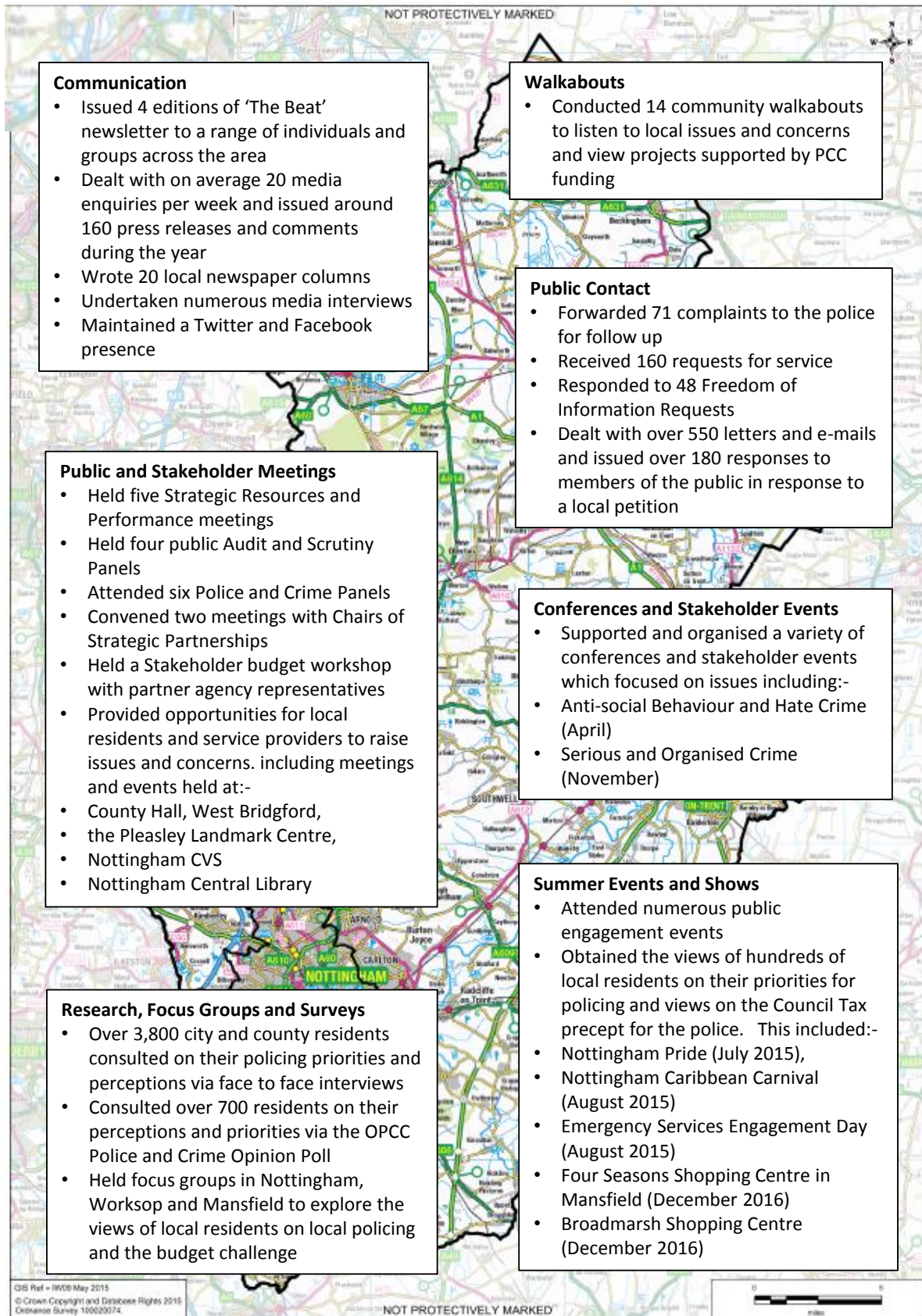
Vision

The Commissioner's vision is to be the 'People's Commissioner,' making himself available to individuals, victims of crime and communities and listening to their concerns. He has undertaken extensive consultation, giving his Police and Crime Plan a clear direction and path of action over the next three years. The focus of

¹ <http://www.nottinghamshire.pcc.police.uk/Document-Library/Public-Information/Policies-and-Procedures/Consultation-and-Engagement-Strategy-2016-2020.pdf>

everything he and his Office does will be on: “...*giving victims and citizens a bigger voice in policing to achieve a safer Nottingham and Nottinghamshire*”.

Consultation and Engagement



During the year the Commissioner has been fulfilling his pledge to be the People's Commissioner. The map above illustrates the extent of his reach across the City and County.

The Commissioner and Deputy Commissioner have met and talked with numerous communities and individuals during the year at walkabouts, carnivals and festivals, and one-to-one meetings. The Commissioner has refreshed his Consultation and Engagement Strategy in May 2016 which provides comprehensive information on the various ways the Commissioner and his office consults and engages with the communities.²

Pledges

The Commissioner made six pledges (as shown below) during his first election campaign. These were incorporated into his seven strategic themes.

1. Campaign against Government funding cuts to Nottinghamshire's Police and Crime Budget
2. Improve Community Policing across Nottinghamshire by taking on 150 extra Police Officers and 100 Police Community Support Officers (PCSOs)
3. Work in partnership to reduce anti-social behaviour (ASB) by 50%
4. Give extra priority and resources to domestic violence and crimes against girls and women
5. Ensure that victims of crime are treated as people, not cases, and Victim Support is properly funded
6. Be fair, honest and protect taxpayers' money

Police and Crime Panel

This Panel is responsible for reviewing and scrutinising the Commissioner's work and decisions and the Commissioner and his Deputy attend bi-monthly meetings to report on progress. In approving the precept level, Members of the Panel were also given an opportunity to share their views on the Commissioner's proposed budget. The Panel also helped to shape the Police and Crime Plan to ensure it reflects the needs of Nottingham City and Nottinghamshire.

The Seven Strategic Themes

The Commissioner's Police and Crime Plan has seven Strategic Themes. This report details the end-of-year performance in respect of the Plan's targets (2015-16) and the range of activities supporting each strategic theme.

² <http://www.nottinghamshire.pcc.police.uk/Public-Information/Newsletters-and-Publications.aspx>

In support of these seven strategic themes, the Commissioner works with, and in some cases helps to fund, a broad range of partners to maintain the safety and wellbeing of people who live, work and visit in Nottinghamshire.

As part of an on-going commitment to tackle the root causes of criminality, he also provides direct funding to a variety of community-based and public-facing organisations which deliver support to vulnerable people at risk of offending or those who fall victim to crime.

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

Pledge 4: Give extra priority and resources to domestic violence and crimes against girls and women

Pledge 5: Ensure that victims of crime are treated as people, not cases, and Victim Support is properly funded

Performance

- 84.8% of victims of crime are completely, very or satisfied with the service they have received from the police and was ranked second best in its MSG.³
- 85.3% of people surveyed in Nottinghamshire have respect for the Police.⁴
- 96.8% of victims and witnesses responding were satisfied or very satisfied with the services provided in Court.
- 56.5% of respondents agree that the Police and Council are dealing with local anti-social behaviour and other crime issues.⁵
- 89.8% of domestic abuse victims were satisfied with the Police action. This has been consistently high since the surveys commenced in 2015.⁶
- The number of domestic abuse incidents and crimes has decreased by 28% (5,351 less offences) in 2015/16 and domestic abuse crimes have increased 8%.
- Just less than 300 girls and young women have reported that they feel safer, more confident and are recovering from domestic abuse.

³ Iqanta Data - Satisfaction for incidents in the 12 months to March 2016. MSG means Most Similar Group of forces.

⁴ Iqanta Data – Crime Survey for England and Wales (CSEW) Data to December 2016.

⁵ Iqanta Data - This is based on 12 months interviews ending December 2015.

⁶ Force Survey - 12 months to January 2016.

- Well over 2,000 domestic abuse survivors have reported they feel safer and/or have recovered from crime.
- Almost 3,000 victims of non DSV crimes were supported between Oct 2014 and Dec 2015,
- Almost 2,000 sexual violence survivors have reported increased feelings of safety and/or greater confidence.
- Over 4,000 young people have benefited from schools based initiatives to help them understand healthy relationships better, their rights about consent and where to go for help.
- 84.3% of Hate Crime victims are satisfied with the service they have received from the Police.
- The number of Hate Crimes increased by 4% (+40) during the year and repeat victimisation increased by +2.9% (+2 crimes).
- Numbers of repeat victims of ASB has reduced by 5.8% and also the number of ASB incidents, down 4.3% during the year and 36.4% since 2011-12.
- Almost 600 ASB victims supported by the PCC's commissioned service since 2013 no longer require help, either because their situation is resolved or victims feel empowered to resolve the case themselves.
- The number of people Killed or Seriously Injured (KSIs) on Nottinghamshire's roads has reduced 33.3% since the baseline (2005-09 average). For children under 16 years it's reduced 35.3% against a target of -40% by 2020.
- During the year there have been no instances whereby people with mental health related illnesses have been presented to custody as a first place of safety. This significant improvement in performance is a direct result of the introduction of the Street Triage Team
- The Force attended 81.7% of Grade 1 incidents against within the prescribed timescale against a target of 85% and 68.7% of Grade 2 incidents against a target of 80%.⁷

Progress

Support for Victims

- The former Deputy Commissioner oversaw the implementation of the County Domestic Abuse review, working with Nottinghamshire County Council to co-commission new integrated domestic support services. An invitation to tender was published in March 2015 and contracts were awarded in July 2015. New services will began on 1 October 2015.

⁷ Historically the targets for attendance to incidents have been as follows: 85% attendance to Grade 1 incidents in urban areas within 15 minutes and rural areas within 20 minutes; and, 80% attendance to Grade 2 incidents within 60 minutes.

- The Joint Commissioning Group has begun work on developing an outcomes framework for providers. It will co-commission new integrated domestic and sexual violence support services to be in place from April 2016.
- The Commissioner's academic research into the type of support required for repeat survivors of medium risk domestic abuse identified interim findings suggesting that medium risk repeat survivors require on-going long term support from a consistent key worker. The findings were incorporated into the specification for the County Domestic Abuse tender and will also be incorporated into the City's new services.
- A new integrated support service, which the Commissioner co-commissioned with Nottinghamshire County Council, is operating in the County, delivered by Nottinghamshire Women's Aid and WAIS.
- A new support service, which the Commissioner co-commissioned with Nottingham City Council, is operating in the City, delivered by WAIS.
- In January 2015 the Commissioner part-awarded a contract to Victim Support to deliver an integrated victim support service to support all victims of crime and antisocial behaviour, identity theft, road traffic collisions and hate incidents. The new service is fully delivered within Nottinghamshire.
- In addition, the Commissioner has awarded a contract to Remedi to deliver victim-initiated restorative justice support and grant funded other services to support specific groups of very vulnerable victims such as victims with mental ill health and complex needs and elderly repeat victims of scams and fraud.

Demand for Service

- In order to secure further efficiencies, during the year the Force revised its response model by creating a number of Response Hubs across the City and County: Riverside, Newark and Mansfield. Demand for service and attendance rates for each hub are monitored and reviewed and remedial action taken where performance requires improvement.
- The Force has established a CRIM team⁸ to deal with all 'non-attend' and standard graded incidents, allowing response officers to focus on attending immediate and urgent (Grade 1 and Grade 2) incidents within the target times. The Force plans to increase the number of incidents dealt with appropriately through the CRIM to ensure that incidents involving a high level of threat, risk or harm to people can be responded as quickly as possible.
- The Force has recently launched the OPTIK (Operational Policing Tool and Information Kit) mobile data solution which will further support response officers to manage their daily business effectively, and it is anticipated that response times will improve as a result of officers spending more time away from their base station. Senior managers are taking action to address any cultural practices e.g. officers being drawn back to the Police Station to complete administrative tasks rather than using new technology to complete such tasks out on patrol.

⁸ CRIM: Contact Resolution and Incident Management team.

- The Force demand profile is currently being refreshed in line with the national demand work stream in order to inform a review of resource allocation. This will ensure that response hubs are appropriately resourced in order to meet demand.

Theme 2: Improve the efficiency, accessibility and effectiveness of the criminal justice process

Performance

- The conviction rates in Crown Court were 1.3% above the national average (86.3%). In the Magistrates Courts the rate was 1.3% lower (82.3%).
- The Early Guilty Plea rate for the Crown Court was 7.5% higher than last year (42.3%) and 8.9% above the national average. In Magistrates' Courts this rate was 3.4% higher than last year but slightly lower (-1.1%) than the national average (70.8%).
- There has been a year-on-year improvement in the effective trial rates in both Crown Court (+0.4%) and Magistrates Court (+2.1%).
- Furthermore, the number of ineffective trials (due to prosecution team reasons) compared to 2014-15 has improved by 7.8% in Crown Court but deteriorated slightly in Magistrates Court (-1.7%).
- Compliance with Victims Code has improved month on month since April 2015 (from 50% in City and County close to 90% in November 2015).
- Stop and Searches are much more proportionate for BME communities (reduced disproportionality by 22% between 2012-13 and 2015-16); in addition the Force has the third lowest stop and search rate per 10,000 population nationally and also one of the highest positive outcomes rates. The use of Taser is also third lowest rate nationally.⁹
- Compliance with the National Crime Recording Standard (NCRS) has improved from 88% in 2012 to 98% in 2015.
- Over 50% of victims contacted agreed to participate in the Restorative Justice process managed by Remedi of which 100% were satisfied.
- 8% (13) of victims referred to Remedi (RJ Service) participated in the Restorative Justice programme directly, meeting the offender in a safe environment face to face, to tell them how they felt, get questions answered and let the offender know what impact their actions have had on them.

⁹ The direction of travel for stop and search has reversed more recently largely due to the number of stop and searches undertaken connected with intelligence based knife crime tasking operations.

- 56% (94) of victims referred to Remedi (RJ Service) participated in-directly through shuttle mediation. This is where the victims do not want to meet the offender face to face so shuttle mediation is used via trained practitioners to get questions put by the victim answered by the offender.

Progress

- The Commissioner has worked with other PCCs and Chief Constables to establish a regional Police Criminal Justice Service and commissioned successful restorative justice service.

Prosecution Team Performance Management

- Electronic prosecution file transfers have been introduced to increase efficiency of Police-led prosecutions and reduce costs.
- The Force has introduced a revised performance framework in line with the new national Prosecution Team Performance Management (PTPM) model. This involves dip sampling a number of files to identify meaningful issues and to raise them with the PTPM. Key issues identified and continue to be monitored are:
 - Lack of supervision around initial files,
 - Missing MG9 (Witness lists) from initial files,
 - Lack of the use of Court Orders section of the MG5.
 - Other issues include not using the DIP testing section of the MG5, not identifying key witnesses correctly and not 'investigating' retraction statements
 - A number of initiatives were put in place to reduce these issues from occurring and therefore have improved file quality and timeliness, such as:
 - A 'Gold File' intranet-based message board highlighting frequent problems with files and the solutions required
 - A roll-out of 'Back to Basics' training for Sergeants
 - Daily reporting through the VOLT (Victim, Offender, Location Tasking) Dashboard on files due in the next 7 days

Transforming Summary Justice (TSJ)

- Transforming Summary Justice (TSJ) is a national cross-agency initiative to reform how the Force does business in the Magistrates Court. It is designed to reduce the number of hearings and improve system-wide efficiency. The aim is to have only one hearing for a guilty plea case in the Magistrates Court and only two for a not guilty plea case. All agencies within the system are engaged and the judiciary has intertwined the Summary Disclosure Review within TSJ.
- The national 'go live' date for TSJ was 31 May 2015; Nottinghamshire provided national leadership and went live on 1 February 2015 closely followed by the rest of the East Midlands. Benefits include:

- A 'whole' system approach
- Simplification of the disclosure process
- Bringing key processes forward in time so as to make the first hearing effective
- Reduction in the number of upgrade files for the Magistrates Court (less file building for Officers)
- A quicker resolution for victims and witnesses
- Initial Details of the Prosecution Case (IDPC) is now prepared and served on the Court and defence 5 days before the hearing allowing them to be better prepared for the initial hearing and the defence to enter their plea.

Restorative Justice (RJ)

- In 2015 the Commissioner appointed Restorative Justice (RJ) specialist 'Remedi' to provide RJ interventions for victims. This work commenced in June 2015 and although it has taken some time to establish the performance results reported above are encouraging as 56% of victims would recommend this service to other victims. Some comments include:

"I don't feel like a victim anymore. Last night I slept properly for the first time in a year"

"It's as simple as I have got my life back"

"Every victim should get the opportunity to do this. Surely it should be about being able to make a choice; it was completely the right thing for me to do"

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

Pledge 3: Work in partnership to reduce anti-social behaviour (ASB) by 50%

Performance

- In 2015-16, crime reduced by 0.15% and 5.58% since the 2011-12 baseline. **Appendix A** details the full breakdown of crime types and **Appendix B** shows the changes by area.
- In terms of volume, the largest increases (top 3) were Violence Without Injury (up 822, +12.07%), Violence With Injury (up 616, +6.4%) and Criminal Damage (up 292, +2.92%).
- In terms of volume, the largest decreases (top 3) were Burglary Dwelling (down 699, -17.2%), Possession of Drugs (-15.91%, -436) and Other theft Offences (down 416, -4.82%)
- ASB reduced over the year by 4.32% (or -1,663 recorded incidents) and -36.4% (-21,117 incidents) compared to the 2011-12 baseline. Whilst the

Commissioner's 50% reduction target was not met, some local authorities were very close as shown in the table below:

Areas	2015-16	Since 2011-12
Force	-4.32%	-36.43%
City	-2.81%	-23.85%
County	-5.71%	-45.08%
Ashfield	-7.42%	-43.36%
Bassetlaw	-3.31%	-48.24%
Broxtowe	-12.71%	-46.35%
Gedling	-5.45%	-42.71%
Mansfield	-4.89%	-46.11%
Newark & Sherwood	-2.22%	-42.24%
Rushcliffe	-5.08%	-46.14%

- Victim-based crimes accounted for nearly 90.2% of the Force's overall increase with 248 additional offences (+0.38%), most of which were Violence offences. The County division recorded an increase in crime (3.25%, or 1,329 offences), whilst the City Division saw a reduction (-4.56% or -1,439 offences).
- The City saw reductions in all five of its High Impact Areas especially the Arboretum (-9%,-150), whilst the Priority Areas (PPAs) in the County had mixed results; Netherfield and Colwick saw a 12% (-67) reduction, whilst Sutton in Ashfield saw a 20% (+120) increase.
- There were a total of 8,741 offences identified as rural crimes to the end of 2015-16, equating for just over 12% of all crime recorded by Nottinghamshire Police. This is fairly similar to the proportion in 2014-15. In terms of performance in rural areas, the Force recorded a 5.4% increase, or 450 additional crimes, compared to the Force reduction of -0.15%.
- The detection rate for All Crime fell from 30.6% last year to 27.1%. The necessity test and changes to the criminal justice system mean that fewer arrests are made. This may be contributing slightly to the reduced detection rate. However, more importantly, due to the NCRS¹⁰ counting rules the Force now has to record a crime even if the victim doesn't wish to cooperate or the victim cannot be traced.¹¹
- Whilst the proportion of Community Resolution disposals has fallen slightly when compared to the previous year (from 16.7% to 14.6%) the volume has

¹⁰ [NCRS means : National Crime Recording Standard](#)

¹¹ For example, if a member of the public phones the Police and states they have been assaulted outside a Public House, but on Police arrival they are not there and cannot be traced, the incident is still recorded as a crime is still recorded yet there is no chance of detection. Similarly, where someone reports a crime (it will still be recorded) but won't provide evidence or assistance (it will remain undetected). With Sexual offences, the Force will record a crime unless there is evidence beyond doubt that the crime did not occur. This is the right thing to do, but impacts on detection rates.

fallen by 22.2% or 693 disposals which are at a greater rate than the fall in overall detections.

- The [Respect Survey findings](#) for 2015¹² show that perceptions of anti-social behaviour once again continue to improve. The headline findings are:
 - Perceptions of the level of ASB continue to decline.
 - In Neighbourhoods, litter and dog fouling are most prevalent concerns
 - Begging is of most concern for perceptions of ASB in the City
 - People feel safer after dark
- The [Nottinghamshire Annual Satisfaction Survey](#) (2015)¹³ identifies that 82% of respondents were satisfied with their local area (35% very satisfied and 47% fairly satisfied), an increase of 2% since the 2014 survey and 3% higher than in 2013. Satisfaction was highest in Newark & Sherwood, where 93% were either satisfied or fairly satisfied, and lowest in Ashfield (74% overall satisfaction).
- 74% of respondents reported feeling safe (either very or fairly safe) in their local area when outside after dark, however 15% felt unsafe (9% fairly unsafe and 6% very unsafe), a decrease of 4% since the 2014 survey. A large proportion of Newark & Sherwood (84%) respondents felt safe, compared to 68% of Ashfield and Bassetlaw respondents.
- 95% of the overall sample felt either very safe (77%) or fairly safe (18%), an increase of 1% since last year's survey. Only 2% overall felt either fairly unsafe or very unsafe.

Progress

Funding

- In 2015-16, the Commissioner invested £3.5m toward a Community Safety Grant and £500k toward other partnership costs in support of the Crime and Drugs Partnership (CDP) and the Safer Nottinghamshire Board (SNB) to enable District Community Safety Partnerships to support initiatives to reduce anti-social behaviour, support victims and improve community safety.¹⁴
- The Commissioner continues to provide funding to support the work of community-based projects designed to reduce ASB and alcohol misuse, and support victims and vulnerable people. (See [Small Grants](#) section).

¹² <http://www.nottinghamcdp.com/wp-content/uploads/2016/04/Respect-for-Nottingham-Survey-2015.pdf>

¹³ <http://www.nottinghamshire.gov.uk/media/113644/satisfaction-survey-report-2015.pdf>

¹⁴ <http://www.nottinghamshire.pcc.police.uk/Document-Library/Our-Money/2015-2016-Documents/Budget-Report-2015-16.pdf> (see page 5)

Tackling ASB

- The Anti-social Behaviour Crime and Policing Act (2014) enacted in October 2014 brought a range of new powers that enable both Police and partners to tackle ASB more effectively.
- The Commissioner's office worked with the City Council's Community Protection ASB Team to develop an ASB leaflet and an ASB Practitioner's Advice Booklet to provide guidance on the new ASB Tools and Powers and case studies of how these powers can be used to good effect.
- Subsequently, the Commissioner hosted a Best Practice ASB and Hate Crime event facilitated by the Commissioner and attended by both Police and Partner practitioners so that new knowledge would help build capability in the use of the ASB powers.
- The Commissioner has provided funding to rollout ECINS (a computer software case management system to improve the sharing of information between partners) to help both Police and Partners manage ASB cases and a wide range of other incidents.

Rural Crime

- The Commissioner has actively promoted the national 'Rural Crime' Survey by 'National Rural Crime Network'. Over 17,000 people living and working in the rural areas responded to this survey. The Force has a Rural Crime strategy which sets out the Commissioner's and Chief Constable's commitment to policing and promoting community safety in rural neighbourhoods.
- The Force has actively recruited 8 Rural Crime Special Constables.
- Nottinghamshire Police currently chair the Regional Wildlife Group on behalf of the National Wildlife unit which involves regional forces and partners. Specific designated officers and Special Constables are working with numerous partnerships e.g. Environment Agency, Angling Society, Wildlife Trust and many more to help protect wildlife from crime.
- The Force has extended its agreement with Neighbourhood Alert. A review was undertaken to consider how the Force can more effectively target communities with alerts which will include rural communities and their various sub-sections (farm watch, plant owners, horse watch, etc.) who will be one of our key stakeholder groups.
- Following this review a new rural crime alert scheme funded by the Commissioner commenced in March this 2016.¹⁵ People living and working in three rural areas of Nottinghamshire can now receive news, information and appeals from their local police team straight to their mobile phone, thanks to a new text messaging pilot. Anyone living in the Bassetlaw, Newark and Sherwood areas can register to receive free text message alerts from officers

¹⁵ <http://www.nottinghamshire.pcc.police.uk/News-and-Events/Archived-News/2016/PR-458.aspx>

about issues affecting their area, including information about recent incidents and advice to help them avoid becoming victims of crime.

- The Commissioner's office has developed a specific website¹⁶ for rural matters which should assist in this objective in terms of gaining access to information to protect local environments and wildlife. In addition, a rural crime news leaflet has been developed and was sent in hard copy to all 200 Parish Councils across the County and is available for download from the Commissioner's web site.¹⁷
- In respect of cross border working, the Force has signed up to Operation Traverse which looks to tackle angling issues. The Force has previously undertaken some joint rural crime training with Leicestershire and Lincolnshire. NICHE provides excellent opportunities to share data re offending and intelligence picture.

Theme 4: Reduce the impact of drugs and alcohol on levels of crime and anti-social behaviour

Performance

- Possession of Drugs reduced 15.9% (-436).
- Trafficking in Drugs reduced 6.45% (-49).
- Production of Drugs reduced 21.1% (-76).
- Supply of Drugs however increased 8% (+32).
- Public order offences reduced -7.39% (-178).
- The number of crimes which appear to be Alcohol-Related has reduced by 11.9% but ASB incidents has increased by 2.2%.
- Nottingham the 2nd highest performer in the Core City group for successful completions (35%) re substance misuse (drugs and alcohol).
- Overall there has been a reduction in the NTE violence despite changes to crime recording rules. Also, a reduction in serious NTE violence of 14%. The City's Respect survey shows 55% of people feel safe in NTE (up 7% in a year)
- Nottingham has successfully retained its Purple flag status for the sixth consecutive year and Mansfield in the County awarded the flag in 2015.

¹⁶ <http://www.nottsruralwatch.co.uk/>

¹⁷ <http://www.nottinghamshire.pcc.police.uk/Document-Library/Public-Information/Newsletters-and-Publications/Rural-Crime-Leaflet.pdf>

- The Force estimates that between 13% and 15% of All Crime and ASB is Alcohol-Related and as such is less than half the level reported nationally (although the Force is aware that tagging issues may affect this figure).
- The proportion of Alcohol-Related Violence (now 21.4%) appears to be falling and is less than half that is estimated nationally, based on findings from the Crime Survey for England and Wales.
- There were 7 additional night-time economy Violence Against the Person offences recorded in 2015-16 compared to 2014-15 representing a small increase (+0.4%).
- The most recent Crime Survey for England and Wales (CSEW) identifies that the number of people perceived to be being drunk or rowdy is down from 20.9% (Sept-16) to 17.8% (Dec-16) and current perceptions are in line with the Force's MSG (Most Similar Group of Forces)..
- The County Annual Satisfaction Survey (2015) identified that one in six (18%) respondents said that people using or dealing drugs was a problem, which is 2% lower than in 2014. 68% of people said it was not a problem as all. In respect of People being drunk or rowdy in public places, 82% said it's not a problem at all and this has not changed in 3 years.
- However, the Nottingham City Respect Survey (2015) identifies that the number of people perceived to be using or dealing drugs in local neighbourhoods increased slightly from 1.51% (2014) to 1.63% (2015) although this was only ranked fifth highest. People perceived to be drunk or rowdy in public spaces in local neighbourhoods also increased slightly from 1.49% (2014) to 1.54% (2015) and was only ranked 8th highest with both types of perception being significantly less than they were in 2012.

Progress

Alcohol Strategy and Action Plan

- The Commissioner has contributing to a national project to develop guidance to promote more effective practice with street drinkers and Co-commissioned substance services for Nottingham and Nottinghamshire.
- The Commissioners Office has led on fully implementing the Alcohol Action Plan with Partners to reduce crime in the night time economy (NTE) and improve health and wellbeing including:
 - Implementing Operation Promote in the City Centre and County for drugs and weapons
 - Renewing 'Drinkaware' to provide Club Hosts in major venues
 - Promoting the Purple Flag and Best Bar None schemes in NTEs
 - Initiating projects to tackle street drinking in the Arboretum

- Alcohol-related offending remains a priority crime type as reflected in the Commissioner's [Alcohol Strategy](#)¹⁸ and the strategies of Partners. With the Commissioner's leadership and support in 2014 Nottingham and Nottinghamshire became a Home Office Local Alcohol Action Area (LAAA).
- The Responsible Drinking Initiative (RDI) was launched in November 2014, providing breathalysers and industry best practice 'vulnerability training' to door and bar staff as well as police and partnership NTE officers. The RDI has been endorsed by the Portman Group, the British Beer and Pub Association, and National Pub Watch. Invitations to join the scheme were opened up through the Nottingham Pub Watch and BID in August 2014 with venues showing considerable enthusiasm.
- City Division has launched a multi-agency communications plan which will inform citizens and protect and enhance the reputation of the city while motivating behavioural change with regard to harmful drinking. The plan will look at all aspects of alcohol-related problems under the campaign name '[Ending Alcohol Harm](#)'.¹⁹ The Force has also secured for both the city and the county a unique, high-value partnership with Drinkaware through the LAAA, aimed at motivating behavioural change for those aged 18 to 29 on 'drunken' nights out.
- There is on-going work with BID regarding a radio scheme, Taxi Marshals and a Purple Flag Award. Also, Taxi Licensing and late Night Enforcement. Pubwatch and City Licensing team regularly work in partnership to address problem venues and responsible drinking initiatives such as vulnerability training, use of breathalysers (4 venues closed and their Licences revoked in last 2 years).
- Street Pastors and Door staff are tackling perceived vulnerability. Work has been undertaken with EMAS (East Midlands Ambulance Service) to try & provide support to NTE (Night Time Economy) staff. Work has been undertaken with the Nottingham City Community Protection around super strength & Saturation Zone to manage the number of Off & On licences in City centre and times of licensable activity.

Alcohol Licensing

- The City and Districts have ensured that a robust enforcement of licensing conditions is taken for pubs and clubs causing the most concerns. However, the Police are a 'Responsible Authority' under the Licensing Act 2003 together with the fire service, health and safety, planning, noise pollution, safeguarding children, trading standards and the licensing authority.
- The responsible authority's statutory duty is to enforce the relevant provisions of the Act. The robust enforcement of conditions begins with the application of

¹⁸ <http://www.nottinghamshire.pcc.police.uk/Document-Library/News-and-Events/Alcohol-Conference/Alcohol-strategy-refresh.pdf>

¹⁹ <http://www.endingalcoholharm.co.uk/>

conditions in the first instance. This is done by way of negotiation with applicants and their solicitors, affording them opportunity to share their proposal and for the Police to raise concerns and give the applicant the opportunity to consider measures to address them and the viability of the measures. Once a licence has been granted the Police ensure that the holder complies with the terms of the licence; thus the Police undertake and/or oversee compliance visits, legislative compliance checks (test purchase operations), mystery customer operations etc.

- All of this information is recorded onto the InnKeeper database which is specific to license premises. This information is then used to produce a Top 10 premises report based on incidents at the premise. This forms part of the briefing for Night Time Economy (NTE) policing and further targets the teams' efforts towards those premises causing the most risk.
- Other activities include monitoring of crime types inside and outside premises, meetings with various Pub and Area Managers, variations to licenses with new conditions, installation of CCTV, warning letters, Premises Action Plans, increase number of door staff, walkthroughs by police, cocaine tests in toilets.
- With other partners review the action as a standard agenda item at their Partnership Plus meetings and actions are contained within Delivery Plans. Doorwatch, nights of action.

Drugs

- [Operation Promote](#)²⁰ was set up to tackle the use of stimulant drugs such as cocaine in the City centre which can drive violent behaviour when taken with alcohol. In addition there is a full time Cannabis Dismantling Team who dealing with an average of 17 grows per month.
- As reported above reported drug offences have reduced. These reduction offences may be attributable to the increased use of the former 'legal highs'. For example, The National Treatment Agency for Substance Misuse report indicated that young adults are turning to so-called legal highs as they seek alternatives to other drugs. The National Treatment Agency (NTA) for Substance Misuse report warned the drugs had emerged as an alternative to the "low quality" of other substances. Nationally, over the past few years, the number seeking help for cocaine, crack cocaine and heroin use all fell. This was largely down to large reductions in the under 25 age group, as the number of over 40s actually increased.²¹ This is why the Psychoactive Substances Act 2016 was enacted in May 2016 to control so called legal highs NPS (see below).
- The NTA figures showed that over the past year the number of people needing treatment for cocaine fell by 15% to 7,304, for crack cocaine by 17% to 3,686

²⁰ <http://www.nottinghamcdp.com/news/successful-operation-re-launched-to-keep-nottinghams-nightlife-safe/>

²¹ <http://www.dualdiagnosis.co.uk/news/Progress48895.ink>

and for crack and heroin together by 16% to 21,341. This is almost entirely due to large falls in the under 25s seeking treatment as the over 40s have been rising in recent years.

- Locally, in Nottinghamshire NPS is considered to be a problem and believed to be present in the NTE (Night time Economy), so it's likely to be contributing to problematic behaviour in the NTE but difficult to identify at moment. CRC Partner's believe there is a problem with Prison recalls linked to NPS use and the profit which can be made selling the drugs in prison.
- The consequences of drug abuse often results in death and near death misses as articulated in a recent Nottingham Post report.²² Partners continue to monitor the impact of NPS and take action where possible.

The Psychoactive Substances Act 2016

- The Psychoactive Substances Act 2016 was the Governments response to the problem described above and became law in May 2016.
- The Act now bans the import, export, supply and production of a psychoactive substance (NPS) in the UK and will carry a maximum prison sentence of 7 years. However, simple possession of psychoactive substances (NPS), including nootropics, will remain legal.
- Information on what is known about psychoactive and legal substances locally will be contained in the annual Joint Police and Crime Plan Needs assessment which will be started in July 2016. A county wide working group has been set up by Nottinghamshire County Council, Public Health to better understand and respond to Psychoactive Substances in April 2016.
- The 2010 National Drug Strategy has been updated and to be published imminently which will set the direction in respect of activity to address this objective. Locally, Partners are working together to better understand the problem and how to address it.

Crime Reduction Initiative (CRI)

- From the 1st October 2014 the Crime Reduction Initiative (CRI) has been jointly commissioned by Nottinghamshire County Council and the Nottinghamshire Police and Crime Commissioner to deliver the adult substance misuse recovery services in Nottinghamshire. This service provides drug and alcohol treatment to anyone with drug and/or alcohol substance misuse problems who is resident in Nottinghamshire County. This is not confined to illegal drug misuse, it also includes prescription drugs and those sold over the counter. The range of services provided includes advice and sign-posting, referrals to other agencies, and treatment provision, as well as advice for carers and legal guardians.

²² <http://www.nottinghampost.com/Police-Nottingham-issue-drugs-warning-clubbers/story-28779371-detail/story.html>

- CRI are also responsible for the provision of the Criminal Justice substance misuse service in the County. This includes custody assessments, as well as treatment provision for individuals subject to DRRs and ATRs. The service has been commissioned on an outcome basis, with the focus on service users achieving sustained recovery, and enhanced social integration and well-being.
- As a new service which incorporates a shift from traditional "treatment" models, the priority since commencement has been to ensure the provision is effectively embedded. A new performance framework is now in place and management information is being provided to OPCC and SNB.

Theme 5: Reduce the threat from organised crime (SOC)

Performance

- The recent HMIC report into Regional Organised Crime Units (ROCU) published in December 2015 identified the East Midlands as best practice.²³
- The Force recorded 1 additional Confiscation and Forfeiture Orders under the Proceeds of Crime Act (POCA) in 2015-16 compared to last year, placing the Force 9.9% below the +10% target. The overall value of POCA orders has increased however by 7.2% or £73,197, with the average value now at £4,828 compared to £4,522 in 2014/15.
- The Threat, Harm and Risk (THR) assessment is 17.1% below the 2014-15 level.
- There were 44 less supply and production drug offences recorded in 2015-16 compared to the previous year (a reduction of 5.8%). The number of supply offences increased by +8.0%, or 32 additional offences.
- Based on the search used for the Home Office Annual Data Return for Cyber Crime, just over 1% of All Crime in 2015/16 was classed as Cyber Crime. Numbers and proportions will appear relatively low due to the removal of Fraud & Forgery offences which are referred to the National Fraud Agency. In addition, the low level also suggests a high level of cybercrime remains underreported.

Progress

Understanding Risks and Challenges

- At a regional level EMSOU (East Midlands Serious and Organised Crime Unit) has a detailed Control Plan covering all known aspects of SOC including but not limited to Cyber Crime, Child Sexual Exploitation and Abuse, Foreign Nationals Offenders, Illicit Commodities i.e. Tobacco, Drugs & Firearms, Human trafficking and Exploitation (modern slavery).

²³ <http://www.nottinghamshire.pcc.police.uk/Document-Library/Public-Information/HMIC-Reports/HMIC-Report-Regional-Organised-Crime-Units.pdf>

- At a local level the Serious and Organised Crime Board has recently been established for Nottinghamshire, setting out the risks and challenges. A new partnership structure has now been set up in the City to combat serious and organised crime and, following discussions with partners, similar structures will be set up in the County.
- The current intelligence picture relating to organised criminality, coupled with the upcoming prison release of key individuals linked to organised crime, suggests that the medium term threat from Serious, Organised Crime in Nottinghamshire will not change from its current threat status of 'significant and consistent'.
- A Police Officer is seconded full time to County Trading Standards team to enhance joint working around Serious and Organised Crime such as illicit tobacco etc. and a senior detective leads on Modern Slavery issues. He is currently engaged in delivering presentations to a range of partners to raise awareness, encourage improved engagement and greater intelligence. This has included adult/child Safeguarding, Nottingham City Council, Trade Unions, NHS, MASH. The GAIN²⁴ is also actively engaged.
- SPOCS from District Councils are undergoing vetting in preparation for the newly formed Partnership Boards for SOC that will ensure better information sharing.
- The Safer Notts Board (SNB) for the County has just carried out an extensive review. Part of this was the use of a Strategic Threat Harm and Risk matrix (STRA) that has determined new priorities for Partnership working that move away from crime type to CSE / Human Trafficking etc. This will drive performance through the already well-established Partnership delivery structures and ensure this becomes core business.
- Previous investment in POCA training and a remodelled process in terms of identifying opportunity are now paying dividends as the Force use of this legislation has become mainstream activity. The Unit is now developing intelligence sources to identify targets benefitting financially from crime within our communities but who are not active in the commission of that crime. These will be subject to standalone money laundering investigations.

ANPR (Automatic Number-Plate Recognition)

- ANPR cameras continue to be used by Nottinghamshire Police especially in the County to monitor the movements of tagged vehicles. Bespoke police operations are now linked to the ANPR camera network tackling organised crime groups. The Commissioner provided funding in support of an ANPR shield across Bassetlaw which is now in place (Phase 2). A similar scheme was introduced in Ashfield (Phase 1) which assisted in the reduction of dwelling burglary by 36% (2013-14). A Phase 3 scheme will cover Broxtowe district.

²⁴ Government Agency Intelligence Network (GAIN)

ANPR provides state of the art technology for both prevention and detection of crime and is located in areas vulnerable to travelling criminals.

- The 'go live' of the Real Time Intelligence Unit in the control room is delivering a 24/7 capability to use the ANPR data, enhancing capability around crimes in action and vulnerable people.

Preventing Terrorism

- Sections 36 to 41 of the CT&S Act 2015 sets out a new legal duty on local authorities and partners of local panels to provide support for people vulnerable to being drawn into terrorism.²⁵ For this reason the Commissioner set an objective in his Police and Crime Plan (2015-16) to support Partnership work between Colleges, Schools, Prisons and Councils to prevent people being drawn into terrorism.
- The new duty came into effect on 1 July 2015 and the requirement was discussed at the Prevent Partnership Steering Group chaired by the Head of Cohesion in the City. Partner agencies are working to ensure its effective implication despite the lack of resources from Central Government.
- The City Council's Corporate Director for Children and Families has ensured that briefings have taken place across key management areas. A number of officers attended an East Midlands event on the implications of the duty.
- In support of this requirement a dedicated Prevent Officer to the City Council Cohesion Service has been established with a focus on community engagement but also will be able to develop a refreshed partnership improvement plan to tackle the general duty as well as some of the more specific requirements of the Act.

Impact of Migration

- A regional research project has been conducted on 'The Impact of International Migration on the East Midlands' and work conducted for the Commissioner by the CDP on 'Examining Crime, Ethnicity and Gender in Nottingham'. These will form part of the evidence base for the Police and Crime Needs Assessment.

Ending Gang Youth Violence Programme

- The Commissioner has continued to invest into the Ending Gang Youth Violence Programme. This includes community-based projects to divert gang members away from a life of crime and a small grants fund to support further community engagement and a cohesion worker.
- Vanguard Plus, the multi-agency Ending Gang Youth Violence team led by Nottingham City Council, has been established for just over three years. Its

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https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/425189/Channel_Duty_Guidance_April_2015.pdf

main focus is to address the activities and behaviours of urban street gang (USG) members. However, the team also manages a number of organised crime group members who have direct links to USGs. During the last 12 months the team has managed a number of high profile, high risk, offenders.

Theme 6: Prevention, early intervention and reduction in reoffending

Performance

- Data from both the Youth Offending Teams for City and County show that 31.9% of youth offenders (43) within the cohort have re-offended in the last 12 months, with a re-offending rate of 0.79 which is better than the national average performance (35.5%).
- In 2015-16 295 outcomes were issued to youth offenders who had previously received a community resolution in 2014/15 which is better than the previous year when 316 were issued.
- There have been 204 young persons identified as first time entries in to the youth justice system in 2015-16, 10 less than recorded in 2014-15.
- The average age of an offender is 15 years, though nearly a third of all offenders are aged 16. The majority of offenders identified are male, with over 20% recorded as female, with the ethnicity of the offender being just over 90% being white, just under 5% recorded as BME and the ethnicity in the remaining records not recorded.
- A third of all offences recorded were for Violence Against the Person, with Theft & Handling, Motoring Offences and Criminal Damage each accounting for around 9% of the total volume.
- Around 60% of youth offenders were given a caution, youth conditional caution or youth caution, with a further 28% receiving a referral order.
- In 2015-16 there were no people suffering mental impairment detained in custody suites.

Progress

Funding

- The Commissioner has provided £927K funding over the past three years to Partners to undertake positive activities for young people which has contributed to reduced ASB and crime.

Preventative Work

- The mainstream activity of the Street Triage Team continues to be successful. In addition the Force has carried out a review and revision of processes in accordance with national guidance, and has a joint protocol with partners which includes a Service Level Agreement with the East Midlands Ambulance

Service, and a coordinated approach with the two nominated places of safety (Highbury Hospital and Millbrook).

- The Commissioner grant funded 7 community led projects during 2015-16 to provide positive activities for young people and also grant funded the Princes Trust to provide positive activities for young people at most risk of getting involved in offending.
- During the year 33 GPS tags provided by G4S and Buddi. Assisted the IOM (Integrated offender Management Team) to manage offenders. Only 4 were specifically used for managing shoplifting offenders on a voluntary basis due the lack of legal enforcement legislation. A number of examples have highlighted the benefits of the GPS tags where offenders have been arrested for shop-theft following GPS tracking data placing them inside the location at the time of theft.
- The Commissioner and Chief Constable lobbied the Ministry of Justice (MOJ) for Nottinghamshire Police to be part of a national GPS tagging pilot. On 7th April 2016 the MOJ notified the Commissioner and Chief Constable that the Force has been successful in its application and will form part of Pilot Area 1 together with Leicestershire, Staffordshire and West Midlands. A senior Police officer is now project managing the pilot.

Young People

- The Commissioner has set up a 'Youth Commission' with recruitment of 14-25 year olds in Nottinghamshire whose job has been to support, inform and challenge the Commissioner on policing for the City and County. In addition the Commissioner has provided a grant to 'Chat About' to engage with young people who don't normally get involved to hear their voices.
- Since then, a diverse group of young people were recruited to gather views from 1,000 young people across the area on priority topics such as drugs and alcohol, Stop and Search, relationships with the police, education, prevention, reoffending and rehabilitation. Key findings and recommendations were presented to the Commissioner, Chief Constable and senior representatives from partner organisations on 21st March 2016 and will be used to help shape and inform policy and planning over the 2016-17 period.²⁶
- Several pilot programmes have been commissioned to test different approaches to improving interventions in schools aimed at prevention. The main focus is on healthy relationships, health and wellbeing, resistance education, social responsibility and fulfilling potential. Take Five in Manton; Holocaust centre work in Manton, Dragons Den in Sutton in Ashfield and Life Skills work in the county are being trialled.

²⁶ <http://www.nottinghamshire.pcc.police.uk/Document-Library/Get-Involved/Youth-Commission/Nottinghamshire-Youth-Commission-Final-Report-April-2016.pdf>

- In addition a large scale evaluation is taking place of Life skills based on 29 schools who have engaged in the programme, and 26 schools who deliver different interventions, which will include up to 2,500 school children is currently underway. Both City Council and County Council are agreeable to reshaping the PSHE curriculum to ensure it meets the stated aim and objectives.

Integrated Offender Management (IOM)

- The IOM approach is well embedded and successful in Nottinghamshire. Several other force areas have visited Nottinghamshire Police in order to replicate success. The governance structure for IOM at strategic level has been affected by staffing and organisational changes and is currently in a state of 'evolution'.
- IOM in Nottinghamshire has been recognised as a national model of good practice. (HMIC, MAZARS, Academic work), it has been shown as responsible for a 'statistically significant drop in reoffending' amongst the most prolific offenders.
- The Forces IOM (Integrated Offender Management) programme was reviewed by the College of Policing and HMIC. Nottinghamshire was highlighted nationally for its work in HMP Nottingham and the Multi-Agency Intelligence Team. IOM performance management through convictions has now begun, with more than 400 individuals currently managed through the Force IOM programme. The Reducing Reoffending Board has commissioned a full review of Premium Service provisions and IOM tactical delivery.
- In January 2016 a new monitoring system was put in place to establish key measurable factors that had not been addressed within each cohort before. Results from this will be available when enough data has been gathered to allow for a comparison over time, it is likely that an initial analysis will be possible at the end of Q1 2016-17.

Troubled Families

- The National Troubled Families project was launched by Central Government in December 2011 to 'turn around' the lives of 120,000 of the most troubled families in the UK. It aims to deliver intensive support to families with complex needs in a bid to achieve long-lasting change.
- Following the launch of the National Troubled Families Programme. Nottinghamshire County Council is supporting 1,580 Nottinghamshire families with complex needs over the next three years through the Supporting Families Programme. Families are allocated a named worker responsible for delivering intensive whole-family support focussed on reducing criminal activity and anti-social behaviour, improving school attendance and supporting adults into work.

Theme 7: Spending your money wisely

Pledge 1: Campaign against Government funding cuts to Nottinghamshire's Police and Crime Budget

Pledge 2: Improve Community Policing across Nottinghamshire by taking on 150 extra Police Officers and 100 Police Community Support Officers (PCSOs)

Pledge 6: Be fair, honest and protect taxpayers' money

Performance

- The Government's grant has reduced significantly and in order to balance the budget, further savings of £11m should have been made in 2015-16. At the year-end there was a shortfall of £2.4m. £12m savings have been set for 2016-17.
- The latest 12-month rolling sickness data for the Force identifies officer sickness has increased from 3.58% in March 2015 to 4.71% in May 2016 and Police staff from 3.68% to 5.63% respectively representing a cost of £6.331m.
- Current BME representation in Force stands at 4.5% overall, lower than the BME population of Nottinghamshire, which stands at 11.2%. Recent Home Office data identifies Nottinghamshire has the 11th highest BME officer representation (4.4%) nationally (the range being 1.1% to 11.7%).
- During the year, 72 additional Special Constables (SCs) have been recruited with a total of 288 and a BME representation of 8%. 70 additional applications were received in March this year and 12 wish to become RURAL SC's.
- The Force has created an SC RURAL crime team based out of Ollerton Police Station which currently has 1 Sgt and 5 SC's attached to it (3 more officers are waiting to transfer into the team).
- The Force now has appointed 149 Police Cadets with a BME representation of 26%. The Force will resume recruitment during 2016/17 and intends to extend the programme to include 10 x 13-16yrs olds who will be based at the Worksop. If successful the Force will expand the scheme to include 13 years olds across all 8 bases.
 - There are 79 Police Support Volunteers (PSVs) with 11 applicants currently going through the recruitment process to join various Police departments.
 - In total the BME representation of the volunteer workforce is 9.9% (Cadets/Specials/PSV's).
 - Neighbourhood Watches have increased by around 10% during the year. The total number of registered users is 30,376.

Progress

Funding Formulae

- The Commissioner met with the Home Secretary and Policing Minister shortly after being elected in 2012 to lobby for fairer funding and more Police Officers for Nottinghamshire. Despite this, the Government still introduced further budget reductions.
- Nottinghamshire is disadvantaged by the present funding formula which is still under review by the Home Office. The Commissioner has been heavily involved in the discussions around the new formulae and its implementation.
- In the meantime, all possibilities to change the way we work and reduce costs are being considered and action taken. The Commissioner continues to represent Nottinghamshire at national and regional meetings. He is the chair of the Association of Police and Crime Commissioners' Standing Group for Resources, Efficiency and Strategic Finance and attends Home Office Gold and Silver Groups for Police Finance and Resources. He has made sure he is at the heart of decision making in order to champion a better deal for policing in Nottinghamshire.

Commissioner's Office Costs

- HMIC's value for money profile for 2015 ²⁷ identifies that the cost of the Commissioner's Office (£0.93m) is £250k less than former Police Authority and 24% less than national average (i.e. £0.83 per head of population compared to £1.03).

Budget Reductions

- Since setting his first budget for 2013-14, which was itself challenging, the pressure on the Commissioner's budget has increased substantially. Over the last four years efficiency savings of £42.6m have been needed to deliver annual balanced budgets.
- In 2012-13 and 2013-14 achieving efficiencies was comparatively easy and underspends in other areas also developed. But 2014-15 saw the start of it becoming increasingly difficult to achieve the required savings programme and an additional £2m was used from reserves (total over £4m) to balance the budget by the end of the year.
- 2015-16 has proved to be the toughest year to date. Efficiency programmes have not been delivered in full and in addition, the budget pressures were identified during the year. This has resulted in an estimated £9.3m being required from reserves to balance the budget.

²⁷ <https://www.justiceinspectorates.gov.uk/hmic/wp-content/uploads/nottinghamshire-2015-value-for-money-profile.pdf>

Delivering the Future (DtF)

- Nottinghamshire has changed drastically over the years but the focus remains, and always will, on protecting all of our communities and putting citizens at the heart of our police service. Such changes requires changing the way the Force does things i.e. changing policing structures to ensure it effectively responds to the new demands of emerging crime types and priorities.
- Nottinghamshire Police's strategic change programme, 'Delivering the Future', will deliver a policing model for Nottinghamshire which is affordable, effective and efficient in fulfilling its policing responsibilities.
- The change programme has come a long way and delivered over £42m savings since its original inception in 2010 as the Transformational Change Strategy, followed by the Target Operating Model programme and Designing the Future. Designing the Future was the first part of the most recent change programme, which looked to create an operating model that would be fit for the future, while reducing costs.
- Delivering the Future then took over the project with the aim of implementing all of the plans that had been designed, while reacting to the changing picture of policing.
- The programme is now focusing on the following areas of work to ensure the change is driven forward in a clear, concise and effective way, with the backing of the teams, who are working to provide the best service possible to our communities:

Managing Demand Effectively

- Current demand
- New and emerging demand
- What the future may bring
- Horizon scanning

Managing Capacity

- Workforce as it is now and how it will be until 2020
- How best to match limited resources to the demand faced and explore current systems, processes and identify how to make them lean, yet effective and release capacity for the Force.
- Make best use of technology to provide capacity to the Force

Managing Capability

- What our people can do - what skills our people have - what skills we will need in the future

- Using this information to ensure staff is effectively trained, equipped and using the right technology to meet the demand requirements.

The Right Force Structure

- Establish a new operating model which is sustainable and enables the Force to efficiently address the demands it faces now and in the future.

Effective Communication and Engagement

- Ensure staff is engaged and communicated with throughout the entire change programme; listening to them as the experts in their roles.
- Ensure staff feel trusted and supported in conducting their roles.
- Ensure communities and stakeholders are consulted with and listened to with regard to their views on proposed changes.

Effective Financial Management

- Ensure robust financial DtF monitoring, analysis and reporting, to track and achieve efficiencies and saving initiatives, evaluating risks and liabilities.
- **Appendix D** provides a graphical summary of the current demand for Police service.

Collaboration

- The Commissioner has continued to explore every opportunity to make the best use of available funding by securing efficiencies through regional collaboration overseen by the Regional PCC Board and the Regional Efficiency Board. He has chaired both Boards in 2014-2015 to ensure that Nottinghamshire has a strong presence in the region.
- He has worked with the other East Midlands Police and Crime Commissioners to agree regional budgets for major crime, serious and organised crime and other collaborative projects, and he plans to do more in the future. The East Midlands Police Collaboration Programme (EMPCP) has the task of delivering changes which will improve many areas of operational and non-operational policing functions.
- Nottinghamshire Police continue to collaborate with the East Midlands Special Operations Unit (EMSOU) to provide efficiencies for policing as well as financial benefits. On-going reviews look at items such as better utilisation of fleet to find further cost savings.
- The Force is collaborating on Specialist Service areas around regional Criminal Justice (EMCJS) and Operational Support Department (EMOpSS) as well as moving from a three Force to five Force Forensics service. Others areas of collaboration are Multi-Force Shared Service (MFSS), East Midlands Serious and Organised Unit EMSOU, Major Crime, Procurement, Learning and Development, Legal and Information Communication Technologies (ICT).

Tri-Force Collaboration (formerly Strategic Alliance)

- Following the PCC elections in May 2016 and a meeting of new PCCs, the former Strategic Alliance plans which sought collaboration across the Leicestershire, Northamptonshire and Nottinghamshire forces continue to be considered. The business case has been discussed at a number of key stages since December 2015 with the team building that business case investigating three main areas of change: contact management; optimising the NICHE shared crime recording system, which is now live across all five East Midlands forces - the others are Derbyshire and Lincolnshire; and Enabling Services, which covers the back office supporting services of HR, IT and Finance. The pace has slowed a little to allow time for the new PCCs to better understand the full implications of the collaboration proposals.

Community Safety Fund

- The Commissioner commissions the majority of community safety work through City and County Community Safety Partnerships (CSPs), which bring together local stakeholders who are well placed to understand local need and priorities. In addition, he supports grassroots community safety activity by grant funding third sector organisations through his Community Safety Fund.²⁸
- In 2015-6 the Commissioner awarded £273,323 in grants to 26 third sector organisations as part of the Community Safety Fund. Diverse initiatives are funded, including diversionary work with young people to prevent anti-social behaviour and further offending, work with young people to build their trust and confidence in the Police, support for a campaign to end female genital mutilation, specialist support for young survivors of sexual abuse and practical help for disabled people experiencing hate crime.
- The Commissioner launched his Community Safety Fund (2016-17) in December 2015. New projects will begin in April 2016. Priorities for funding include support for survivors of sexual abuse, help for vulnerable people who have complex needs and risk victimisation, initiatives aimed at driving down rural crime, innovative BME-led projects and those initiatives which support new and emerging communities to establish positive relationships with the Police.

Decision Making and Value for Money

- The Commissioner has set a strategic theme to 'Spend your money wisely.' Value for Money (VFM) is at the heart of every decision and is demonstrated in the opinion given by external auditors each year.
- All decisions in relation to the use of public money for policing are made public on the Commissioner's website. The Commissioner also has regular meetings

²⁸ <http://www.nottinghamshire.pcc.police.uk/Our-Money/Grants-and-Funding/Community-Safety-Fund-2016-17.aspx>

throughout the year with stakeholder representatives, offering the chance for their views and inputs to be taken into account.

PCC Volunteer Schemes

Investing in Volunteers

- Investing in Volunteers is the UK Quality Standard for all organisations which involve volunteers in their work, recognising good practice in an organisation's volunteer management.
- The IIV award consists of 9 indicators illustrated by 46 practices. To achieve the award an organisation has to demonstrate that it has sufficient practices to demonstrate all 9 indicators.
- In March 2016, the Office of the Police & Crime Commissioner was informed that they were being accredited with the Investing in Volunteers Award in April 2016 for the next 3 years. This is the second consecutive time the OPCC had gained this award.

OPCC Volunteer Demographics

- The Commissioner has sought to ensure that his Volunteer Schemes are as representative as possible to reflect community diversity in terms of ethnic origin, gender and age. In this respect:
 - 18% of the Volunteers are from the BME Communities.
 - 82% of the Volunteers are female and 18% male across an even spread of age groups.
 - 24% of the Volunteers have a disability.

Independent Custody Visiting

- The Independent Custody Visiting Scheme is a team of volunteers (ICVs) who make unannounced weekly visits, in pairs, to the City and County's three custody suites namely the Bridewell in the City, Mansfield and Newark. ICVs check that the detainees are receiving their rights and entitlements such as meals, medical attention and legal advice. The Scheme's main aim is to increase public confidence in the treatment and welfare of persons detained in Police Custody.
- ICVs ensure that vulnerable detainees are visited as a priority and that procedures are in place for ICV's to communicate with non-English speaking detainees using language cards and mobile phones to contact interpreters via Language Line.
- A small, qualified group of specially trained custody visitors are on standby to visit detainees held under the Terrorism Act.

Performance

- During 2015-16, there were 216 visits made.
- 694 detainees were offered a visit and only 57(8%) declined the offer. Last year the figures were 803 and 65(8%) respectively.
- Averages of 3 detainees were seen during each visit which is the same as last year.
- 79% of these visits took place during weekdays and 21% during the weekend. Last year it was 81% and 19% respectively.
- 85% of unannounced visits were given access to detainees within the first five minutes of the ICV's arrival. Last year it was 86%.
- Overall, feedback from ICVs show that detainees are generally very satisfied with the way in which they are treated and raise few complaints. This overall view was the same as last year.

Progress

- All concerns arising from visits were raised with Custody Inspectors so that remedial action could be taken quickly. They are documented and written responses are provided on action taken.
- The Commissioner's Volunteer Manager oversees the scheme and should any complaint not resolved to her satisfaction then it is escalated to a higher level within the Regional Criminal Justice system.

Animal Welfare Lay Visiting Scheme

- Animal Welfare Lay Visitors (AWSLVs) are independent volunteers from the local community who make unannounced visits to check on the welfare of animals engaged in Police work.
- The Nottinghamshire Scheme has 8 AWSLVs who visit the Police Kennels once a month or twice a month during the summer when the weather is hotter, to check on the welfare of any police dogs being kept in the kennels. The volunteers work in co-ordination with the RSPCA basing their visits on 'The Five Freedoms':
 - Freedom from hunger and thirst.
 - Freedom from discomfort.
 - Freedom from pain, injury and disease.
 - Freedom to express normal behaviour.
 - Freedom from fear and distress.

Police Dog Pension Scheme

- When police dogs retire, they remain in many instances with their handler at their family home. Veterinary fees are paid for in respect of working dogs, but financial assistance ends when the dog retires.

- Some dogs work up to their retirement age but others, who may have been injured on duty or are unable to carry out their duties due to illness, may retire earlier.
- When a dog approaches retirement either due to ill health or old age, a retirement fund will ensure that medical expenses relating to work-related injuries/illnesses are reimbursed for three years, up to £500 per year, based on an individual veterinary assessment. This policy is reviewed on an annual basis.
- 12 Police Dogs retired from service during this period.

Performance

- The Animal Welfare Lay Visitors made 16 visits to the kennels in 2015-16, 6 more visits than the previous year as extra visits had been programmed for the summer during hot weather conditions.
- 100 individual inspections of Police Dogs were made overall. Last year there were 107 individual inspections.
- 5 new AWS Lay Visitors were recruited during the year.

Progress

- The Commissioner has been working with the Force to upgrade and improve the provision of kennels for operational Police dogs. A new kennel build commenced in February 2016 for expected completion in June/July 2016.
- The existing kennels in the main complex will be replaced with new and energy efficient units, supported by modern management facilities.

Mystery Shopping Scheme

- The Mystery Shopping Scheme was created in 2013. The aim of the scheme is to provide the Commissioner with information about the quality of customer service provided by Nottinghamshire Police so that he can hold the Chief Constable to account should there be any issues.

Performance

- During 2015-16, Mystery Shoppers attended 40 Police Priorities Setting Meetings which are public meetings held in the local area where Police Officers can discuss with members of the public their policing priorities.
- All information regarding the time, date and venue of the meetings was taken from the Nottinghamshire Police Website. All meetings were advertised as 'open to members of the public'.
- Of the 40 meetings selected for a Mystery Shop, 31 took place (78%), 8 did not take place despite being advertised on the website (20%) and one venue could not be found by the Mystery Shopper (2%).
- Eleven of the venues had accessibility or car park issues (28%).

Progress

- The findings have been analysed and reviewed with the Force to enable them to respond to the issues raised. Mystery Shoppers were asked to make recommendations where further improvements could be made and thereby improve service provision further:
 - The meetings could have been better advertised to inform members of the public that they were taking place, which might increase attendance.
 - Some venues were felt to be inappropriate or intimidating.
 - Easier access for people with a disability.
 - Better clarity of some of the meetings so that everyone could raise questions.
 - Most meetings were well attended by Council representatives but members of the public should be encouraged to attend as well.
 - Meetings should start promptly and not overrun.
 - Better circulation of information at meetings.
 - Website could be better updated with correct meeting dates and cancellations.
- During 2016 the PCC's Mystery Shoppers will be piloting an exercise to provide the Commissioner with assurance that Victims of Crime are receiving their entitlements under the Victims Code. The Code of Practice for Victims of Crime entitles all victims to support from criminal justice agencies.
- The Mystery Shoppers will report to the Commissioner on their findings of good practice and improvements to practice here required. This will then be fed back to the Chief Constable.

Future Funding (2016-17)

Budget - 2016-17

- 2016-17 was always going to be a challenging year, not only were grant cuts expected against a picture of increasing usual costs (e.g. pay awards and price inflation), planning for an estimated £3.5m cost pressure from the change in National Insurance contributions was required.
- The Government Provisional Grant settlement was announced in December 2015 and this was much better than was planned for.
- In creating the budget for 2016-17 additional cost pressures of £11m have been identified and an efficiency plan of £12m has been developed. This is less than originally anticipated due to the better settlement and in part due to the increase in the council tax base which delivered £1m more than estimated. Despite this much has been achieved and continues to be delivered.

- The Commissioner's [Budget Report for 2016-17](#)²⁹ provides a budget breakdown of £190.2m revenue funding and net expenditure.
- Despite this, the Commissioner with the support of Government grants has maintained the same level of funding to local partnerships³⁰ to provide community safety and victims services.

Efficiency Savings

- The table below summarises the savings plans currently in place for 2016-17 financial year:

Efficiencies	2016-17 £m
MRP	1.0
Reduction of Officers and Staff (DTF)	5.0
Non Pay savings	1.7
Reduction in acting up	0.5
Voluntary redundancy, DTF Business cases, Shift review	3.5
Internal Efficiencies	12.0

- The Commissioner is mindful that should there be some slippage in implementing these efficiencies then further savings will need to be identified and delivered in year.
- Following the estimated requirement for £9.3m of reserves in 2015-16 there is insufficient reserves available should the efficiency programme not be delivered in full. Plans to replace the reserves utilised over recent years are planned to commence in 2018-19
- The Commissioner welcomed the new Comprehensive Spending Review announced in November 2015. The protection being given to policing by the Chancellor in the Settlement meant that the anticipated cuts in funding of 25-40% did not emerge.
- However, a standstill in funding means that savings are required to meet day to day increases in prices and pay. On top of this Nottinghamshire has to tackle the continuing impact of the 2015-16 budget shortfall.

Expenditure 2016-17	2016-17 £m
Previous Expenditure	191.2
In year increases	11.0
Sub-total Expenditure	202.2
Efficiencies	(12.0)
Transfer to Reserves	1.0
Total Net Expenditure	191.2

The net expenditure [budget for 2016-17](#) is £191.2m and is summarised in the tables left and below.³¹ A detailed breakdown is shown at **Appendix E**.

²⁹ <http://www.nottinghamshire.pcc.police.uk/Document-Library/Our-Money/2016-2017-Documents/Budget-Report-2016-2017.pdf>

³⁰ £0.5m provided to local community safety groups in the third sector.

- There will be a focus on the Force's efficiency savings programme which will be monitored by the Commissioner and reported to the Joint Audit and Scrutiny Panel to demonstrate delivering improved value for money policing.

Net Expenditure Budget	2016-17 £m
Employee	156.8
Premises	6.0
Transport	6.5
Supplies & Services	14.9
Agency & Contract Services	13.1
Pensions	4.0
Capital Financing	5.7
Income	(4.8)
Efficiencies	(12.0)
Net Use of Reserves	1.0
Total Net Expenditure	191.2

- The estimated funding for the Police & Crime Commissioner over the next four years (and compared with 2015-16) is shown in the table below:

<u>Funding Available</u>	2015-16 £m	2016-17 £m	2017-18 £m	2018-19 £m	2019-20 £m
Police & Crime Grant	126.8	126.1	123.4	120.7	118.1
Council Tax Legacy Grant ³²	9.7	9.7	9.7	9.7	9.7
Precept	52.4	54.4	55.8	57.2	58.6
Collection fund surplus/(deficit)	0.7	1.0 ³³			
TOTAL	189.6	191.2	188.9	187.6	186.4

Staffing Levels

- The table below details the workforce movements Budget 2015-16 v Budget 2016-17.

³¹ <http://www.nottinghamshire.pcc.police.uk/Document-Library/Our-Money/2015-2016-Documents/Budget-Report-2015-16.pdf>

³² Legacy Grant is subject to review as part of the funding formula review

³³ The surplus to be received in 2016-17 will be transferred to reserves

	2015-16 Budgeted Total FTE's	2016-17 Budgeted Total FTE's	Movements FTE's
Police Officers			
Local Policing	1,306	1,269	-37
Specialist Services	493	454	-39
Corporate Services	42	39	-3
Region	81	128	47
	1,922	1,841	-81
Police Staff			
PCSO	253	228	-25
Other Police Staff	1,221	1,312	91
	1,474	1,540	66
TOTAL	3,396	3,381	-15

HMIC Validation and Audit

- A number of audits and inspections conducted over the last 12 months have led to improved standards in policing services.
- During 2015-16, HMIC carried out a number of inspections and published a number of [reports](#).³⁴ The Commissioner reviews these reports and ensures that any recommendations are considered and implemented. His [written responses](#) to HMIC reports are published on his website.³⁵
- The public expects the Police to reduce, prevent and investigate crime, bring suspects to justice and, in conjunction with other services and agencies, care for victims. HMIC assessed three specific areas as shown in the table below and made a number of recommendations to help bring further improvements. It can be seen that overall the Force is considered Good:

• How effective is the force at reducing crime and preventing offending?	Good
• How effective is the force at investigating offending?	Good
• How effective is the force at tackling anti-social behaviour?	Good

³⁴ See HMIC Web Site:

<http://www.hmic.gov.uk/?type=publications&s=&cat=&force=nottinghamshire&year=2015>

<http://www.justiceinspectorates.gov.uk/hmic/?type=publications&force=nottinghamshire&year=2016&s>

³⁵ <http://www.nottinghamshire.pcc.police.uk/Public-Information/HMIC-Reports.aspx>

Completed HMIC Inspections:

A summary of HMIC inspections are shown below:

MISSING CHILDREN: WHO CARES? - THE POLICE RESPONSE TO MISSING AND ABSENT CHILDREN (MAR-16)

- Each year thousands of children go missing from their homes, although the majority of them return home or are found soon after, all children who go missing are potentially at risk of harm, and a significant number, because of their circumstances, will face the risk of sexual, criminal or economic exploitation.

STATE OF POLICING: THE ANNUAL ASSESSMENT OF POLICING IN ENGLAND AND WALES (FEB-2016)

- The Police Act 1996, requires Her Majesty's Chief Inspector of Constabulary to report each year on his assessment of the efficiency and effectiveness of policing in England and Wales. The assessment covers the full breadth of policing work inspected by HMIC, and an overview of police forces in England and Wales.

POLICE EFFECTIVENESS (FEB-2016)

- As part of its annual inspections into police effectiveness, efficiency and legitimacy (PEEL), HMIC's effectiveness programme assessed how effective the force is at keeping people safe and reducing crime and anti-social behaviour. This inspection focused on four aspects of policing: preventing crime and anti-social behaviour; investigating crime and managing offenders; protecting vulnerable people and supporting victims; and tackling serious and organised crime.

POLICE LEGITIMACY (FEB-2016)

- As part of its annual inspections into police effectiveness, efficiency and legitimacy (PEEL), HMIC's legitimacy programme assessed how legitimate is the force at keeping people safe and reducing crime. The inspection focused on whether a force was consistently behaving in a way that is fair, reasonable, effective and lawful, and if it has the consent of the public. HMIC assessed legitimacy at a force level, as well as drawing out overarching themes on a national level which are set out in the national overview.

NOTTINGHAMSHIRE – NATIONAL CHILD PROTECTION INSPECTION POST-INSPECTION REVIEW (FEB-16)

- Protecting children is one of the most important tasks the police undertake. Only the police can investigate suspected crimes, arrest perpetrators and monitor sex offenders. Police officers have the power to take a child who is in danger into a place of safety, or to seek an order to restrict an offender's contact with children. The police service also has a significant role working with other agencies to ensure the child's protection and well-being, longer term.

INCREASINGLY EVERYONE'S BUSINESS: A PROGRESS REPORT ON THE POLICE RESPONSE TO DOMESTIC ABUSE (DEC-15)

- Summary In March 2014, HMIC published Everyone's business: Improving the police response to domestic abuse. This report found significant weaknesses in the service provided to victims of domestic abuse, and made a series of recommendations aimed at helping forces to improve. Between June and August 2015, as part of its PEEL: Effectiveness inspection programme, HMIC

THE DEPTHS OF DISHONOUR: HIDDEN VOICES AND SHAMEFUL CRIMES - AN INSPECTION OF THE POLICE RESPONSE TO HONOUR-BASED VIOLENCE, FORCED MARRIAGE AND FEMALE GENITAL MUTILATION (DEC-15)

- This is the first HMIC inspection to focus on honour-based violence. Our findings are set out in the report, which also contains recommendations for the Home Office, the National Police Chiefs Council, chief constables, and the College of Policing.

WITNESS FOR THE PROSECUTION: IDENTIFYING VICTIM AND WITNESS VULNERABILITY IN CRIMINAL CASE FILES (NOV-15)

- This report sets out the findings of a review of the quality of criminal case files. It examines how effective the police are in providing accurate information of the circumstances of the case, identifying the vulnerability of victims and witnesses, and assessing and managing risks so the needs of witnesses and victims are met.

PEEL: POLICE EFFICIENCY (OCT-2015)

- As part of a new annual inspection of police forces in England and Wales, HMIC has published a thematic and individual force reports on the findings of inspections of policing efficiency. The reports are concerned with the question: How efficient are the police at keeping people safe and reducing crime?

BUILDING THE PICTURE: AN INSPECTION OF POLICE INFORMATION MANAGEMENT (JUL-15)

- This report sets out findings from our review of the business processes police forces in England and Wales use to collect, record, process, evaluate and share information in the wake of the mistakes that have been made in the handling of information relating to, and allegations of, sexual abuse.

RESPONDING TO AUSTERITY PROGRESS REPORT: NOTTINGHAMSHIRE POLICE (MAY-15)

- This report sets out the progress made by Nottinghamshire Police since the publication of the Policing in Austerity: Meeting the Challenge report was published in 2014.

RAPE MONITORING GROUP: DIGESTS AND DATA 2013/14 (MAR-15)

- On behalf of the national Rape Monitoring Group (RMG), HMIC has published 42 local area digests to provide a data set to enable more thorough analysis of how rape is dealt with in a particular area of England and Wales.

Internal Audit and External Audit Assurance

- The Commissioner and Group receive a substantial amount of assurance from the work that is undertaken by its internal and external auditors (Mazars and KPMG).³⁶
- The role of internal audit is to provide independent assurance that the Commissioners risk management, governance and internal control procedures are operating effectively.
- The role of external audit is to review the financial statements, obtain evidence that they are materially correct and provide an opinion as to whether these represent a true and fair view of the financial position of the Group. In addition, external audit also provide a value for money opinion assessing whether proper arrangements are in place for securing financial resilience and challenging how the Group secures economy, efficiency and effectiveness.

Internal Audit

- Internal Audit operates in accordance with Public Sector Internal Audit Standards, which have been developed specifically for the Public Sector by CIPFA. Compliance with the standards is assessed on a cyclical basis.
- One of the assurance statements that the Group receives is the annual opinion of the Head of Internal Audit (Senior Manager – Mazars) in respect of the financial control framework. The annual report in respect of work completed in 2015-16 is that the internal control systems in the areas audited were adequate, with the exception of the transition to new transactions finance systems where improvements were recommended and were classified as high risk.

External Audit

- The External Auditor, KPMG issued an unqualified value for money conclusion for 2015-16. This means that they are satisfied that the Group had proper arrangements for securing financial resilience and for challenging how it secures economy, efficiency effectiveness.

³⁶ <http://www.nottinghamshire.pcc.police.uk/Document-Library/Our-Money/Annual-Accounts/2015-2016/2016-Group-Annual-Governance-Statement-v2.pdf>



APPENDIX A - CRIME REDUCTION PERFORMANCE BY CRIME TYPE (2015-16)

	Year-to-date performance				Target Position			Month-to-date performance			
	2015/16	2014/15	Volume Change	Percentage Change	Current Target	Difference from Target	Percentage Difference from Target	March 2016	March 2015	Volume Change	Percentage Change
Homicide	10	9	1	11.11%	8	2	25.00%	0	1	-1	-100.00%
Violence with injury	10,175	9,559	616	6.44%	9,558	617	6.46%	741	854	-113	-13.23%
Violence without injury	7,631	6,809	822	12.07%	6,808	823	12.09%	544	598	-54	-9.03%
Rape	789	684	105	15.35%	683	106	15.52%	81	82	-1	-1.22%
Other sexual offences	1,284	1,201	83	6.91%	1,200	84	7.00%	79	142	-63	-44.37%
Burglary dwelling	3,371	4,070	-699	-17.17%	4,069	-698	-17.15%	288	219	69	31.51%
Burglary other	4,520	4,607	-87	-1.89%	4,606	-86	-1.87%	463	403	60	14.89%
Robbery of business property	84	100	-16	-16.00%	99	-15	-15.15%	5	6	-1	-16.67%
Robbery of personal property	822	911	-89	-9.77%	910	-88	-9.67%	68	63	5	7.94%
Theft from motor vehicle	4,634	4,778	-144	-3.01%	4,777	-143	-2.99%	384	413	-29	-7.02%
Theft of motor vehicle	1,392	1,150	242	21.04%	1,149	243	21.15%	153	113	40	35.40%
Vehicle interference	903	894	9	1.01%	893	10	1.12%	84	93	-9	-9.68%
All other theft offences	8,217	8,633	-416	-4.82%	8,632	-415	-4.81%	678	758	-80	-10.55%
Bicycle theft	1,929	2,123	-194	-9.14%	2,122	-193	-9.10%	136	118	18	15.25%
Shoplifting	7,686	7,856	-170	-2.16%	7,855	-169	-2.15%	684	723	-39	-5.39%
Theft from person	1,090	1,225	-135	-11.02%	1,224	-134	-10.95%	99	127	-28	-22.05%
Arson	436	408	28	6.86%	407	29	7.13%	27	31	-4	-12.90%
Criminal damage	10,220	9,928	292	2.94%	9,927	293	2.95%	945	808	137	16.96%
Victim-Based Crime	65,193	64,945	248	0.38%	64,944	249	0.38%	5,459	5,552	-93	-1.68%
Possession of drugs	2,305	2,741	-436	-15.91%	2,740	-435	-15.88%	194	175	19	10.86%
Trafficking in drugs	711	760	-49	-6.45%	759	-48	-6.32%	78	98	-20	-20.41%
Possession of weapons offences	734	579	155	26.77%	578	156	26.99%	56	65	-9	-13.85%
Public order offences	2,231	2,409	-178	-7.39%	2,408	-177	-7.35%	123	177	-54	-30.51%
Miscellaneous crimes against society	1,136	986	150	15.21%	985	151	15.33%	90	81	9	11.11%
Other crimes against society	7,117	7,475	-358	-4.79%	7,474	-357	-4.78%	541	596	-55	-9.23%
All Crime	72,310	72,420	-110	-0.15%	72,419	-109	-0.15%	6,000	6,148	-148	-2.41%



APPENDIX B – CRIME REDUCTION PERFORMANCE BY AREA (2015-16)

	Year-to-date performance				Target Position			Month-to-date performance			
	2015/16	2014/15	Volume Change	Percentage Change	Current Target	Difference from Target	Percentage Difference from Target	March 2016	March 2015	Volume Change	Percentage Change
Force	72,310	72,420	-110	-0.15%	72,419	-109	-0.15%	6,000	6,148	-148	-2.41%
City Division	30,112	31,551	-1,439	-4.56%	31,550	-1438	-4.56%	2,434	2,563	-129	-5.03%
County Division	42,198	40,869	1,329	3.25%	40,868	1330	3.25%	3,566	3,585	-19	-0.53%
County West	15,421	14,280	1,141	7.99%	14,279	1142	8.00%	1,155	1,285	-130	-10.12%
Ashfield	7,433	6,770	663	9.79%	6,769	664	9.81%	565	611	-46	-7.53%
Mansfield	7,988	7,510	478	6.36%	7,509	479	6.38%	590	674	-84	-12.46%
County East	13,918	13,430	488	3.63%	13,429	489	3.64%	1,233	1,153	80	6.94%
Bassetlaw	7,605	7,528	77	1.02%	7,527	78	1.04%	678	633	45	7.11%
Newark & Sherwood	6,313	5,902	411	6.96%	5,901	412	6.98%	555	520	35	6.73%
County South	12,859	13,159	-300	-2.28%	13,158	-299	-2.27%	1,178	1,147	31	2.70%
Broxtowe	4,783	4,731	52	1.10%	4,730	53	1.12%	442	412	30	7.28%
Gedling	4,537	5,050	-513	-10.16%	5,049	-512	-10.14%	406	431	-25	-5.80%
Rushcliffe	3,539	3,378	161	4.77%	3,377	162	4.80%	330	304	26	8.55%
City Division	30,112	31,551	-1,439	-4.56%	31,550	-1438	-4.56%	2,434	2,563	-129	-5.03%
City Central	8,582	8,810	-228	-2.59%	8,809	-227	-2.58%	692	704	-12	-1.70%
City Centre	6,763	7,162	-399	-5.57%	7,161	-398	-5.56%	593	631	-38	-6.02%
City North	8,368	8,879	-511	-5.76%	8,878	-510	-5.74%	633	705	-72	-10.21%
City South	6,399	6,700	-301	-4.49%	6,699	-300	-4.48%	516	523	-7	-1.34%

APPENDIX C – PARTNERSHIP LOCALITY PROGRAMME

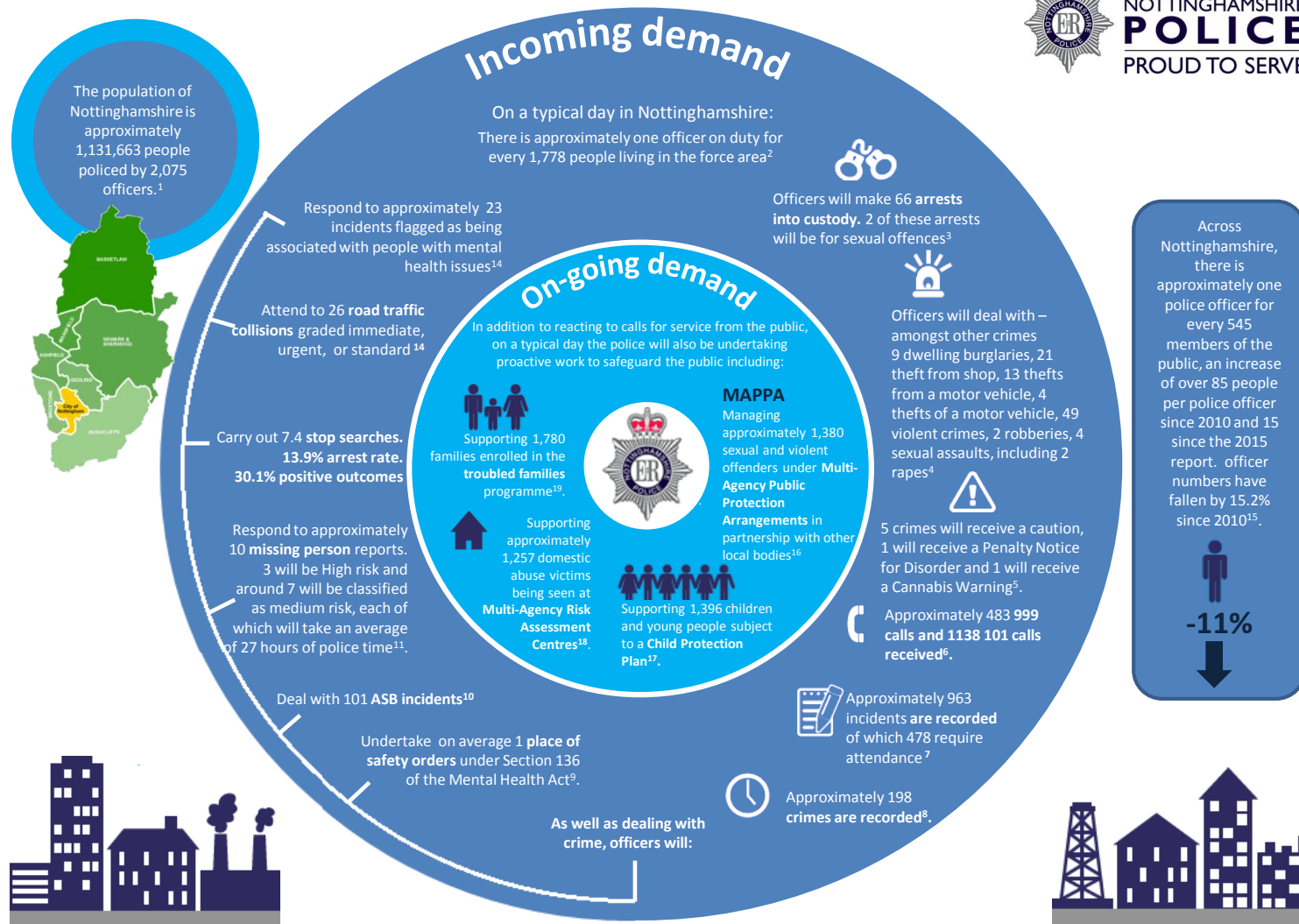



Partnership Locality Working Programme

APPENDIX D – DEMAND FOR SERVICE

STATEMENTS ABOUT DEMAND ON POLICING



APPENDIX E – 2016-17 BUDGET (£m)

	Total Budget 2016- 17
Payroll	
Police Pay & Allowances	102.0
Police Overtime	3.3
Police Staff Pay & Allowances	49.9
Police Staff - Overtime	0.6
Other Employee Expenses	1.0
	156.8
Other Operating Expenses	
Premises Running Expenses	6.0
Transport	6.5
Equipment, Furniture & Materials Expenses	0.5
Clothing, Uniform & Laundry	0.5
Printing & Stationery	
Comms & Computing	7.8
Miscellaneous Expenses	4.2
Supplies & Services	5.3
Agency & Contract Services	9.7
Pensions	4.0
Capital Financing	5.7
	50.2
Total Expenditure	207.0
Income	
Special Services	(0.3)
Fees, Reports & Charges	(0.3)
Other Income	(4.1)
Other Operating Income	(0.1)
	(4.8)
Efficiencies	(12.0)
Net Use of Reserves	1.0
Total	191.2

For Consideration	
Public/Non Public*	Public
Report to:	Police and Crime Panel
Date of Meeting:	5th September 2016
Report of:	Paddy Tipping Police Commissioner
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Agenda Item:	7

REFRESHED POLICE AND CRIME DELIVERY PLAN (2016-18)

1. PURPOSE OF THE REPORT

- 1.1 The purpose of this report is to provide the Police and Crime Panel (Panel) 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 Members discuss and note the content of the report.

3. REASONS FOR RECOMMENDATIONS

- 3.1 At the Panel meeting on 1st February 2016, the Commissioner presented his refreshed Police and Crime Plan for 2016-18.^a A further report was submitted to the Panel on 24th April 2016 following a request by Members which explained what changes had been made in the refreshed plan compared to the previous 2015-18 version. 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'. In this respect, the Commissioner has chosen to re-issue his existing Plan previously submitted to the Panel on 1st February 2016; albeit with additional strategic activities to support his new pledges.

^a <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 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 draft 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 This report amends the Strategic Activities 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 The Commissioner has revised his Police and Crime Delivery Plan (2016-18) to include additional and revised strategic activities to support his seven new pledges to the electorate. This reflects the feedback received during his consultation and engagement with the community during his electoral campaign e.g. hustings. The Deputy Chief Constable has been consulted on this report and feedback taken into consideration.

12. Appendices

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

13. Background Papers (relevant for Strategic Resources and Performance Meeting)

- Nottinghamshire Police and Crime Plan (2016-18)

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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 C: Commissioner F: Force P: Partners	* Denotes if the previous action has been revised in order to support new Pledge	<ul style="list-style-type: none"> PL (1 to 7) denotes which of the 7 Pledges (PL) the activity is supporting. PL1 denotes Pledge 1 New activities have been identified to support the new pledge. Pledge 7: Nottingham Citizen 10 Asks are sub coded. Only activities supporting a Pledge are denoted by PL

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 prevent the spread of all forms of extremist rhetoric 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 promote the Prevent agenda across the public, private and third sectors and offer support and advice 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 to identify and respond to risks of radicalisation .
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 C: Commissioner F: Force 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. 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	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	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 - 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.
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.
3	C01		PL1: Continue to support partnership working in high crime neighbourhoods in the City and County.

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: Ensure that City and County domestic violence and sexual violence services are well established.
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 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.

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 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.
2	P01		Undertake a review of 'community remedy' document to ensure clear pathways with Youth Offending services.
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.

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
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	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	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	F06		PL5 - New: The Prevent Team to promote the Prevent agenda across the public, private and third sectors and offer support and advice 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 to identify and respond to risks of radicalisation .
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.
7	F03		PL5 - New: Ensure that the National Strategic Policing Requirements are reviewed regularly
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	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	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	F06		PL5 - New: The Prevent Team to promote the Prevent agenda across the public, private and third sectors and offer support and advice 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 to identify and respond to risks of radicalisation .
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7	F03		PL5 - New: Ensure that the National Strategic Policing Requirements are reviewed regularly
1	C05		PL5: Support targeted engagement with new and emerging communities to improve understanding, trust and confidence.

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 receives 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 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	C08		PL7.1 - New: Commit to work with & provide evidence to the Independent Sanctuary Commission?
1	C09		PL7.10 - New: Commit to spend 1 day with Nottingham citizens in the first 3 months following election.
1	P03		PL7.9. Increase reporting of hate crime and continue to provide dedicated resources to support victims.

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	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	F04	*	* PL7.2. Force to work closely with schools and mental health institutions to prevent harm caused by drugs and alcohol issues
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	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: 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?