The Police and Crime Plan (Refreshed)

2015-18

April 2015

Final Draft

Nottinghamshire
POLICE & CRIME COMMISSIONER

Foreword

This is my second refreshed Police and Crime Plan. I will be reporting more fully on my pledges and activities undertaken this year in my forthcoming Annual Report in May 2015.

First of all I would like to affirm my commitment to delivering my key crime priorities despite next year's policing grant being substantially reduced by a further 5.1%.

Overall police funding in England and Wales will be cut by 5.1% in 2015-16 which equates to a loss of approximately £11m in Nottinghamshire taking into account inflation.

A total of £718m will be top-sliced from the policing budget to fund national organisations such as the Counter Terrorism Unit. Of this £251m is set aside for specific policing initiatives including the Innovation Fund and PFI – an increase of 52% in comparison to 2014-15. Some of this funding will be returned to local police forces however many of the initiatives will require police forces to compete for grants.

This is another tough settlement, the consequences of which will be felt locally as we attempt to reduce our budget even further. The financial pressures we face will be exacerbated by the significant increase in top-slicing to fund national initiatives.

In Nottinghamshire, we are trying to address the challenging financial situation through greater collaboration with other forces and locally with public sector partners but they too are facing the same pressures. The impact of any funding cut inevitably affects our local communities and as a consequence we have had to redesign how we deliver local policing and how we respond to calls where urgent help is not required in order to match our scarce resources to greatest need.

In addition, we are working closely with our partners in the health sector and local authorities to ensure situations which warrant specialist intervention such as issues of mental health are dealt with by the most appropriate agency rather than the Police.

We have examined all areas of our operation and there is little left to remove from our budget however we will continue to seek out new ways of working to release the savings required next year and in future years, and we know more needs to be done but as far as possible ensure that we maintain consistency with local Police Officers and PCSOs.

However, despite these continued pressures I am pleased that I have been able to earmark £250,000 from the budget to be shared among local projects that aim to reduce crime and antisocial behaviour and protect victims, witnesses and vulnerable people from harm. In December 2014 small community groups dedicated to making Nottinghamshire safer were invited to apply for financial support in a fresh round of police funding. Third sector community groups can apply for individual grants of up to £25,000 to help towards the delivery of crime reduction initiatives which support my refreshed Police and Crime Plan.

Furthermore, I am investing in the region of £3m in community safety services across the City and County. I became responsible for directly commissioning local victim support services from 1st October 2014. During 2014-15, I have invested £1.5m in enabling victims to cope and recover from crime.

I would like to summarise some key achievements and developments during the year:
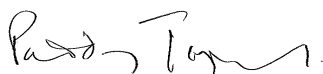
- Helped to organise a Hate Conference to better understand hate crime especially underreporting.

- Launched the 'Street Triage' scheme and have seen a 43.8% reduction in the numbers of non-crime related mental health patients detained in the Force's Custody Suites.

- We have funded the rollout of a nationally recognised 'Best Bar None' scheme aimed at improving management of licensed premises and reducing alcohol related violence across the county.

- Invited independent research companies to bid for a contract that will enable us to deliver enhanced restorative justice services across the county.

- The Force launched 'Track My Crime' which is designed to make it easier for the victim to access to information.

- Commissioned research to get a better understanding on the scale of repeat shoplifting offending and held a Retail Crime event.

- Developed a Community Remedy Document which sets out how criminal justice partners including the police will deliver court-free sanctions.

- Launched a City Taxi CCTV scheme which provides funding for City Hackney Taxis to be fitted with state of the art digital CCTV.

- Received nearly £1.7m for body worn video cameras which will help officers collect evidence of criminality while on the frontline and will also act as a deterrent tool.

- In October 2013 took over responsibility for commissioning local support services to aid the recovery of victims of crime with funding provided by the Ministry of Justice. A Victims' Strategy has been developed and future support services will be delivered by a single provider from April 2015.

Looking forward, the Police and Crime Needs Assessment has identified a number of new and emerging issues which we will need to address such as tackling hidden crime, cybercrime, increased confidence in reporting leading to rises in violent and sexual crime. Our efforts to increase Hate crime (e.g. sexual orientation, race, disability), reports will also lead to an overall increase in crime.

We need to increase our understanding of victims needs and our new and emerging communities and respond appropriately, we will up our game in the way we tackle crime and disorder with diminishing resources through improved partnership working, improving our capability to tackle cybercrime and ensure that we fully utilise technology.

Finally, together with my Deputy, Chris Cutland, I would like to thank all the police officers, police staff, volunteers, our partners and communities who have been working hard to improve community safety and confidence in Nottinghamshire.

Nottinghamshire's Police and Crime
Commissioner: Paddy Tipping

Nottinghamshire's Deputy Police and
Crime Commissioner: Chris Cutland

Contents

1 Introduction

This is the Commissioner's refreshed Police and Crime Plan (2015-18), which sets out the ambitions to be achieved over the next few years and explains what can be expected from policing and community safety in Nottingham and Nottinghamshire.

Crime and public safety matter to everyone, but the police cannot tackle these alone. Reducing crime depends on strong communities, active citizens and agencies that respond to public concerns. The Commissioner's priorities will be achieved through strong partnership working, encouraging more volunteering and engagement with communities to support local crime prevention work and cut reoffending.

The Commissioner intends to continue with the Police and Crime Plan's bold strategies and clear targets to reduce crime, achieve safer communities, improve trust and confidence in high quality policing, ensure fairer treatment of victims and citizens and use public resources wisely. There will however, be a continued focus on improving accessibility and visibility of police officers in our neighbourhoods, preventing crime and tackling violence and anti-social behaviour, implementing the Alcohol Strategy and Action Plan, and working with partners to address complex issues of drug fuelled crime, mental health, improving road safety (which will include prevention education) and rural and wildlife crime that blights our countryside. The Deputy Commissioner will continue to lead work to prioritise improvement to services for victims of domestic violence, and Hate Crime particularly repeat victims.

We are entering a new era for policing and criminal justice reform, which includes Victims Services coming under the responsibility of the Commissioner. This presents opportunities for more joined up multi-agency approaches to delivering policing services, public service integration and co-location with key partners and stakeholders to support and deliver swift and sure justice for victims.

The aggregation of the key factors that need to drive further improvements in policing and community safety for Nottingham and Nottinghamshire are identified below. These activities will help to make Nottingham and Nottinghamshire safer and a more prosperous place for us all to be proud of.

Victims

- Improve the identification and response to 'hidden harm',[1] and under reporting, particularly with regard to vulnerable people and new and emerging communities. Enhance safeguarding for women and children protecting them from violence, abuse, sexual exploitation and human trafficking.

- Ensure targeted provision is available, effective and focused on those most vulnerable to victimisation and offending. Better understand and respond to female genital mutilations (FGM) and Hate Crime. Implement the Victims Code and the new victim support services.

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[1] *Hidden Harm is a term used in the Police and Crime Needs Assessment to define victims who do not report certain crime types to the Police e.g. cybercrime, social media (online bullying), child sexual exploitation, human trafficking, female genital mutilation and new and emerging communities; the consequences of which mean that support to the victim is not provided.*

- Ensure the new 'Integrated Restorative Justice' service is implemented and is victim initiated and ensure that the new Community Remedy is effective.

Communities

- Support and empower local communities in tackling the issues that most affect them and promote targeted multi-agency problem solving approaches.

- Develop and enable volunteering and 'active citizenship' by promoting opportunities for engagement, ensuring initiatives have the support and information they need to be effective.

- Develop a mechanism for defining and monitoring rural crime.

Partnership Working

- Support Multi-agency Integrated Locality Working to tackle the most problematic and complex needs of our communities.

- Explore further opportunities for collaboration and partnership working to improve the resilience and effectiveness of local services as agencies resources continue to reduce and bolster information sharing and joint case work management.

- Support the development of a clear purpose across agencies to deliver improved services and ensure new antisocial behaviour powers are fully utilised.

- Support continued improvements in training, standards and quality of service across crime and community safety agencies in delivering open and accessible services.

- Work to continue as part of the 'Prevention' agenda to improve training and channel referrals to identify and engage with individuals at risk linking work with Health, Education and Higher Education activity to safeguard vulnerable people from harm and utilise target hardening.

- Work with Partners to develop a control strategy around Other Violence and Sexual Crime and introduce measures to reduce and prevent demand for service.

- Develop stronger links between Nottinghamshire Road Safety Partnership and District Community Safety Partnerships (CSPs).

Cyber Crime and Technology

- Develop understanding and responses to the threats of on-line criminality, particularly in reducing risk to those most vulnerable to harm and exploitation.

- Provide support for strengthening prevention and improvements to environmental design, safety and security to reduce the risk of both traditional and on-line victimisation.

- Maximise technology and techniques identifying, anticipating and preventing crime, victimisation and harm.

Collaboration and Efficiencies

- Consider and implement new ways of working to secure greater efficiencies through collaboration with other forces and partners.

2 Realising the Vision

The Commissioner's vision is "to be the Peoples Commissioner" by giving victims and citizens a bigger voice in policing to achieve a safer Nottingham and Nottinghamshire.

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

The Commissioner will strive to deliver:

1. Safer communities
2. Improved trust and confidence in policing
3. Value for money policing services

These outcomes will be achieved through the continuing duty to hold the Chief Constable to account for delivering policing, challenging the Chief Constable and other partner agencies to deliver value for money and improve community safety services with fewer resources. The challenges require joined up approaches to ensure that we work with communities to pursue swift and sure justice for victims, prevent crime, protect and intervene early and reduce reoffending.

3 Our Values

The Commissioner's values are core to his way of working. This plan identifies not only what will be tackled but how. He expects officers and police staff to operate with integrity to improve trust and confidence in policing.

The values are:

Victims: by listening and taking action to protect and safeguard vulnerable people

Openness: by putting victims and the public at the heart of open and transparent decision-making

Inclusiveness: by working effectively with communities and businesses to tackle crime and anti-social behaviour

Communities: by ensuring fairness, respect and accountability to victims and communities

Empowering: by engaging with victims and communities to help shape policing services and build stronger partnerships

4   Our Challenges

The Commissioner's first Police and Crime Plan was published in April 2013 aided by the production of a detailed Joint Partnership Strategic Assessment, which led to the identification of seven thematic priorities (which will remain). This year the process was amended and is now known as the Nottinghamshire Police and Crime Needs Assessment (NPCNA) which was finalised in December 2014.[2]

The NPCNA has provided the Commissioner with a strategic assessment of current, emerging and long-term threats, harm and risk affecting crime and community safety for Nottingham and Nottinghamshire. The NPCNA has introduced a refreshed approach this year to aggregate the key information from the Force's and Partner's Strategic Local profiles, consultation and engagement findings together with supplementary information into one summary assessment, it is not designed to duplicate or repeat local profiles. A review of national threats applicable to local policing and wider community safety was also undertaken and key threats reported.

The purpose of this assessment is to inform the refreshing of the Police and Crime Plan for 2015-18. In this respect, only the key issues arising from the NPCNA are summarised in this plan. Further detail and source referencing is provided in the NPCNA.

4.1   Police and Crime Needs Assessment (NPCNA): Key Points

The key issues identified through the NPCNA process are listed below structured by the political, economic, social, technological, environmental and legal framework in respect of national and local issues.

Political

- **Terrorism and Domestic Extremism:** to the UK (England, Wales, Scotland and Northern Ireland) the level of threat is 'Severe'. The National Threat level for Irish Related Terrorism is 'Moderate'. Nottinghamshire has no recorded Organised Crime Groups directly linked to Terrorism or Domestic Extremism, however, there are highly organised and sophisticated groups nationally and internationally who could have a potential impact upon Nottinghamshire. The approach to this issue is based around the four principles of Prevent, Prepare, Protect and Pursue.

- **Priorities:** The priorities of statutory partner organisations are many and varied, there is a need to ensure a common language and to identify that most partners share common strategic themes which include; supporting vulnerable victims (particularly victims of domestic and sexual abuse), reducing re-offending (with a predominant focus on acquisitive crime), and reducing the harm caused by drug and alcohol misuse.

- **HMIC Inspections:** HMIC found that whilst there is a strong focus on the victim, the Force needs to ensure that it is consistently carrying out its

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[2]   *Nottinghamshire Police and Crime Needs Assessment 2014 (insert link)*

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responsibilities under the Victims Code, and some necessary improvements were identified in the management of investigations, evidence gathering, supervision of investigations, capacity and capability to improve the effectiveness of investigations.[3] HMIC identified that police forces in England and Wales have risen to the challenge of austerity, finding almost £2.53bn worth of savings, but the Home Office is predicting that the budget in 2020 will be 50% of what it was in 2010.[4] Currently £13 billion is spent on policing.

- **Reforms:** The national welfare reforms continue at pace and there is likely to be an impact on the Police and Partner agencies as people affected may be more vulnerable to becoming victims or perpetrators of crime as a result of some of these reforms. These reforms are aimed at addressing educational and social failures that can drive problems like gang and youth violence. The welfare reforms aim to give young people better opportunities to access work and overcome barriers to employment. Education reforms aim to drive up pupil performance and increase participation in further study and employment.

Economic

- **Economic Landscape**: The year on year budgetary reductions across all public sector organisations and in turn voluntary sector organisations present further challenges. The crime, community safety and criminal justice landscape continues to undergo rapid and extensive change as a result of political and economically driven reform. In some cases, this has led to the fragmentation of services, loss or dilution of specialist roles and knowledge and more complex delivery arrangements.

- On-going austerity measures and political uncertainty mean that changes are likely to continue over the next three years with potential to impact significantly upon performance and delivery. To date, the Force is on track to achieve its required savings of £47 million over this spending review period. After the first three years the Force had identified £34.3 million of the savings required through restricting and collaborating with other forces. The plans are to meet £12.7 million for 2014-15, and a further £6.4 million savings for 2015-16. The Nottingham City Council has an expected gap of £69 million in its budget up to 2015-16 and Nottinghamshire County Council must reduce its budget by £154 million over the next 3 years.

- The efficiency of the Force requires improvement. HMIC reports that the current Force configuration was increasingly unaffordable in the face of further cost reductions, but there are plans in place.

- Reductions in Partner resources are placing particular strain on capacity to undertake preventative activity which could be critical to reducing longer term future demand on all agencies. Prevention strategies could be better co-ordinated across agencies, particularly in reducing vulnerability to low

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[3] HMIC: PEEL Assessment 2014

[4] HMIC: Policing in Austerity 2014

level acquisitive crime and cyber-crime. Force and partners will need to continue to deliver services, which require new ways of working and flexibility to adapt. Target Hardening should be bolstered to prevent burglaries in key hot spot locations across the City and County.

- **Collaboration:** With our regional Forces, and local partners to address capability and capacity to deliver services to meet the needs of the area will need to be extended to new areas. There should be new working arrangements within the collaboration landscape which will provide new ways of working but these are untested.

- **Partnerships:** With a focus on the most problematic cases and localities, targeted multiagency partnership approaches have been recognised as one of the main drivers of improving community safety with a clearer focus on shared priorities and agendas which will help to further improve outcomes for local people.

- **Value for Money:** Continuing need to find efficiency and effectiveness through value for money policing and community safety is even more necessary in time of austerity.

Social

- **Crime and Antisocial Behaviour:** Crime nationally has increased slightly and in Nottinghamshire it's currently +5.4%.[5] Violence continues to be the key driver to the overall increase in All Crime and follows the recent HMIC inspection into crime recording and increased compliance to the national crime recording standards which may account for some of the increase. Other crimes which have seen a significant increase compared to other Forces nationally include: Other Crimes Against Society (ranked 4th, +15.1%), Other Sexual Offences (ranked 5th, +64.8%) and Sexual Offences (ranked 5th, +57.4%), Vehicle Interference (ranked 4th, +181.4%), Public order Offences, (ranked 4th +44.9%).

- **Organised Crime:** The Government regards serious and organised crime as one of the greatest threats to the UK's national security and costs the UK more than £24 billion a year. The National Serious and Organised Crime Strategy is built on the framework used for counter terrorism and sets out how opportunities will be taken to prevent people getting involved in serious and organised crime, strengthen protection against and responses to it, and most importantly to pursue the criminals behind it, prosecuting and disrupting their activities.[6]

- Furthermore, it is estimated that the costs of Organised Crime Groups (OCGs) across various crime types are: drugs supply (£10.7 billion),

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[5] *Analysis of Iquanta Data as of October 2014. This is subject to validation and change but nevertheless is helpful in assessing potential future performance and safety risks.*

[6] *HM Government: Serious and Organised Crime Strategy 2013*

organised fraud (£8.9 billion) and organised immigration crime types (£1.0 billion).[7]

- Threat, harm and risk assessments have highlighted that Higher Tier Organised Crime and Urban Street Gangs are posing the highest level of harm to our communities. There is effective planning in place to tackle Criminal Use of Firearms, Drugs Supply and Possession, burglary dwelling, Child Sexual Abuse and Exploitation, Terrorism and Domestic Extremism, Roads Policing, Burglary Other, Theft from Motor Vehicles, Street Robbery, Public Order and Commercial Robbery. However, planning around Fraud, Rural Crime and Other Theft is being developed.[8]

- **Under Reported Crime:** The NPCNA identifies risks of underreporting in respect of Domestic Abuse, Violence, Hate Crime, Sexual Abuse, against vulnerable people and Cyber Crime. Personally targeted offences against vulnerable people such as domestic and sexual abuse, exploitation, and human trafficking and hate crime remain substantially underreported and as such, the true extent of victimisation remains unknown.[9] It is these areas of 'hidden harm' that present the greatest safeguarding risks to vulnerable victims. Improvements in risk assessment, recording practices, intelligence, information sharing and confidence to report will, however, result in more 'hidden harm' and safeguarding cases being identified.

- It is expected that addressing underreporting will lead to an overall increase in All crime.

- **Drugs and Alcohol:** remain significant drivers of victimisation and offending behaviour, however, the emergence of New Psychoactive Substances (NPSs) and their relatively unknown level of prevalence and impact on crimes remains an area of concern. There is a proliferation of illicit tobacco across the City and its impact on health and community safety (especially accidental fires) and its link to organised criminality.

- **Property Stolen:** The Crime Survey for England and Wales (2014)[10] has identified that cash and wallets are no longer the number one target, now Smartphones are stolen in more than half of all muggings. Figures show that Satnavs have replaced radios and CDs as the top target in vehicle crime. Laptops and jewellery are the most commonly-stolen items in burglaries. The current difficult economic climate has the potential to stimulate demand in the market for stolen and counterfeit goods.

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[7] *Home Office: Understanding organised crime: estimating the scale and the social and economic costs October 2013*

[8] *Nottinghamshire Police's Local Profile, Intelligence Matrix*

[9] *Analysis of Hate Crime during 2013-14 identified that it only represents 1% of All crime in Nottinghamshire. However, the Nottingham Citizens survey work of 1000 hate crime victims in 2014 identified that actual levels are much higher. In addition, feedback from participants at a Hate Crime Conference held in Nottingham in December 2014 supported the view that there is significant underreporting.*

[10] *http://www.ons.gov.uk/ons/rel/crime-stats/crime-statistics/period-ending-june-2014/stb-crime-stats--year-ending-june-2014.html*

- **Victims:** Young people, people from Black and Minority Ethnic Communities and people with complex needs remain the groups with the most disproportionate risk of victimisation and offending. These groups are also least likely to report their victimisation to the police. Age profiling and understanding the risks of victimisation and offending should support reductions in prolific acquisitive offending, youth offending, age vulnerability and changes in the environment that can reduce the opportunity for offending to take place. With an aging population in the County and higher younger population in the City more prevention could reduce offending.

- Furthermore, HMIC has identified that whilst much has been achieved to improve victim's contact and support, more needs to be done and there is a need to put the victim's experience at the centre of policing.

- **Mental Health Issues**: Nottingham City's Mental Health and Wellbeing Strategy, using national survey data, estimated that over 51,000 adults (16+) experience mental health problems in in the City (2014), of whom 41,000 will have common mental health issues such as depression or anxiety, about 7,000 will have post-traumatic stress disorder and 3,000 people will have severe mental health issues such as psychosis or personality disorder. Depression and anxiety problems are often underreported because people do not seek help or they are not always recorded. It should be noted that the prevalence of mental health issues is much higher for those with substance misuse issues.

- Based on the City's crime rate[11] it is estimated that the 3,000 people with severe mental health problems living in Nottingham experienced a total of 874 crimes in a 12 month period, of those, 306 crimes was violence against the person either with or without injury.

- **Low-Level Acquisitive Crimes:** Incidents of low-level acquisitive crime such as shoplifting and bilking are increasing.

- **Public Priorities:** The public's priorities and expectations are clear and have generally remained static, with visible policing, anti-social behaviour and road safety being the most prevalent community concerns. Public confidence in local policing has increased over the last year with higher than the national average for satisfaction.

Technological

- **Cyber Crime:** If there is a single cross-cutting issue that has changed the landscape for serious and organised crime and the response to it, it is the growth in scale and speed of internet communication technologies. The online streaming of real-time child sexual exploitation and abuse is a growing threat. Cyber techniques have proliferated and are used ever more extensively by wider serious and organised crime groups to commit 'traditional' crimes.

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[11] *97.13 crimes per 1000 population (based on the 12 month period August 2013 – July 2014)*

- There is strong evidence to suggest that on-line crime is increasing and often goes unreported. Nationally, one in three adults are estimated to have suffered crime on-line in the last year, compared to only one in five suffering crime 'off-line'.[12] The sexual exploitation of children and its prevalence in society, and the ways in which it can be carried out using modern technology are a concerning threat. There is more that the police and other agencies need to do to understand the magnitude and address the capacity to respond and protect victims.[13]

- **Internet and Social Media:** Recent years have seen a rapid growth in internet access, social media and use of mobile internet-enabled devices across all socio-demographic groups. It is estimated nationally that around 4 in every 5 homes now have internet access, with an average of 3 internet enabled devices in every home. While technological advances continue to enhance the way our organisations operate, communicate and engage with local people, they also create new opportunities for criminality and expose individuals, communities and organisations to new areas of vulnerability.

- There is increasing evidence that the Internet and social media can influence suicide-related behaviour. Important questions are whether this influence poses a significant risk to the public and how public health approaches might be used to address the issue.[14]

- Advances in encryption technology – particularly in the development of new private on-line networks or 'darknets' – are continuing to provide new environments for criminal activity. There needs to be a focus on enabling our services to keep up with and maximise the use of technology and social media to make sure that responding to the changing victim, offender and organisational environment, improving the efficiency and effectiveness of services and identifying and managing risk.

- **Quality:** Improving crime recording and investigations remain high priorities, with the HMIC's PEEL Assessment identifying concerns that crime recording was not as accurate as it should be, this therefore impacts on victims as they may not receive the support they need through the referral mechanisms which is often triggered after a Police risk assessment. In addition, if crime is not recorded accurately this adversely affects Police priorities and the deployment of resources.

Environmental

- **Population:** Nottinghamshire's population continues to grow and diversify. This presents challenges to service providers in providing visible neighbourhood services, maintaining an awareness of local needs and cultures, and ensuring equality of access to local services. For example, the overall population of England has increased by around 5 million since 2001,

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[12] *Home Office: Cybercrime: a review of the evidence summary*

[13] *HMIC: The Strategic Policing Requirement*

[14] *http://www.ncbi.nlm.nih.gov/pmc/articles/PMC3477910/*

to approximately 64.1 million. By 2030, the UK population is set to increase by 9% to 70 million. The population of the UK aged 65 and over has increased to 11.1 million (17.4%) which is predicted to increase by 71%, meaning a cost rise in real terms of more than 50%, which will swell the demand for public services particularly the demand for old age services.[15]

- Nottinghamshire is estimated to have a resident population of 1,091,482 people in total. The greater number of the population lives in the County, 785,802, with 334,303 people in the City. The population has increased by 7% over the last ten years and is projected to continue to grow over the next 5-7 years, with the highest growth projected to be seen in the City, Rushcliffe and Newark and Sherwood Districts.

- **Ethnicity:** In Nottinghamshire the population is predominately 'White British' at 92.64% (nationally 80%), the City has 65.4% population of 'White British' (compared to 81.1% in 2001 being an increase of 19%), with every ethnic group increasing by 142.1% (the largest increase was that of nearly 21,000 in the Asian ethnic groups and the largest percentage increase was in the number of people from mixed ethnic groups, which increased by nearly 12,000 people). Gedling, Rushcliffe and Broxtowe are 93% 'White British'.

- However, Nottinghamshire as a whole is seeing an increase in minority communities, within the last 10 years showing each ethnic group, other than 'White British', seeing a notable increase. In the County, 'Mixed Race Black' shows the highest percentage increase in the last 10 years, with a 108.7% increase in this category. For the whole of Nottinghamshire (City and County), 'Chinese' shows the highest percentage increase in the last 10 years, showing a 139.5% rise.

- **Age:** Overall the County has a slightly older population profile than the national average, with fewer under-16s. Over one quarter (28%) of the population of the City is aged 18 to 29. Fulltime University students make up about 1 in 8 of the population.[16] Almost 15% of the City population is aged 20-24 years, more than double the national average. In the short to medium term, the City is unlikely to follow the national trend of increasing numbers of people over retirement age, although the number aged 85+ is projected to increase. The age profiling provides a projected forecast of demand on key public sector services, together with providing a profile of vulnerability.

- **New and Emerging Communities:** The East Midlands region is projected to experience the fastest population growth of any English region with an estimated increase of 10.5% between 2006 and 2016 this will continue to increase the ethnic diversity within the region. This increase will inevitably impact on the ability of the partnerships to continue to improve performance in relation to crime and disorder.[17]

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[15] *ONS: 2013*

[16] *Nottingham City Economic Review: An Evidence Base for the Nottingham City Growth Plan, Economic Strategy Research Bureau, Nottingham Trent University, February 2012*

[17] *http://www.nottinghaminsight.org.uk/insight/key-datasets/census-2011.aspx*

- There is therefore a greater need to understand and engage with existing, new and emerging communities to identify vulnerability and offending. There are growing opportunities for greater understanding of demand and prevention of crime. Intelligence suggests that aspects of organised crime is becoming more diversified and sophisticated, particularly with regard to the local drugs supply and importation and criminal activity facilitated on-line such as fraud and counterfeiting. This is increasingly presenting new challenges for enforcement agencies which require new skills and ability to advance investigation techniques.

- **Rural Crime:** There are indications nationally that rural crime is becoming more targeted to the people who live in these areas, with increases in the theft of high value farming machinery, equipment such as Land Rovers, trailers, tools, quad bikes, heating oil and red diesel, together with suffering problems of anti-social behaviour, criminal damage, livestock theft and burglary.

- For example, in November 2012, the NFU commissioned a survey of 153 members running farm businesses in the rural area of Nottinghamshire (represents 26% of the County NFU membership). This survey was designed to give an understanding of the perceptions of rural crime and policing in the County.[18] Overall 54% had experienced crime over the previous year, with theft being the most common type of crime experienced – 28% have experienced 'metal theft'; 18% have been victims of 'vehicle or machinery theft'; 16% have experienced 'fuel theft'. A further 10% have experienced 'tool theft' and 4% have had 'animals' stolen. Overall 66% felt that the police do not devote sufficient resources to tackling rural crime, and 54% believed that there was not sufficient action taken after reporting, with 78% not feeling secure.

- Although this survey is 2 years old, feedback from residents attending a Rural Crime event held in Newark in November 2014,[19] suggests that this trend is increasing. The need to classify and identify rural crime trends is increasingly necessary.

- Furthermore, there is a need for more preventative action for members of the rural community through an alerts system, a local neighbourhood policing presence for reporting crime and recovering stolen goods. There is a feeling that the police are less likely to deal with the issues that matter in their area and generally have low confidence in reporting crime.

- **Road Traffic Accidents:** Whilst the number of people killed or seriously injured (KSIs) on Nottinghamshire's roads has decreased,[20] communities particularly in rural areas continue to express concern about road safety.

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[18] *A further survey is to be undertaken in 2015.*

[19] *http://www.newarkadvertiser.co.uk/articles/news/High-tech-help-tofight-rural-crime*

[20] *Between January and June 2014, there was a 16.8% reduction in KSIs. This equates to 38 less KSIs in number terms, although there were three more fatalities against 41 less serious casualties.*

- **Crime Prevention:** With the Prevention Programme established across Nottingham and Nottinghamshire it has presented opportunities to improve the co-ordination of local preventative approaches across all aspects of service delivery in partnership, alongside the potential for predictive analytics to improve the understanding of demand, resource allocation, prevention, early intervention and risk management. These opportunities could be maximised through improvements in the availability and quality of information and wider partnership interoperability and integrated working.

Legal

- **Anti-social Behaviour, Crime and Policing Act 2014:** The promotion of the new Community Trigger[21] could potentially increase reporting of anti-social behaviour and calls for services.

- **The Offender Rehabilitation Act 2014**: Changes in legislation and the implementation of this new Act poses risks.

- **Revised Code of Practice for Victims of Crime:** The Commissioner is an early adopter for victims' services from October 2014, having the responsibility for commissioning the majority of emotional and practical support services for victims of crime in Nottinghamshire, including restorative justice.[22] A key area of improvement will be advanced through the opportunities to enhance the sharing of information and working across agencies to improve reporting, referrals and support pathways for victims.[23]

- There is a revised Code of Practice for Victims of Crime that lists the key entitlements that victims of criminal conduct are entitled to.[24]

- **Information Sharing:** There is a need to overcome data sharing barriers, especially in regards to the tackling of the most problematic people and families across agencies.

4.2 Global Challenges

The following global challenges pose risks to policing:

- Climate Change / Extreme weather conditions

- Spread of disease / pandemics – Ebola, Swine Flu, Bird Flu

- Worldwide Economic Situation – Fragile worldwide economic recovery

- Domestic Extremism and Terrorism – Unrest in the Middle East

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[21] *The provisions of the Anti-social Behaviour, Crime and Policing Act 2014 became effective on 20th October 2014. Some key aspects include Community Remedy and Community Trigger. The Commissioner is considering how best to monitor the use of the powers*

[22] *Ministry of Justice: Our Commitments to Victims September 2014 recommendation*

[23] *Nottinghamshire's Police and Crime Commissioner's Victims' Strategy 2014-17*

[24] *MOJ: Code of Practice for Victims of Crime October 2013*

- Cybercrime and propagation of organised crime via technology

4.3 National Challenges

The following national challenges pose risks to policing:

- The Anti-Social Behaviour, Crime and Policing Act 2014
- The Comprehensive Spending Review – reduced budgets across all partner agencies and the public sector in general; impact on services and resources, and impact on individual citizens.
- The Welfare Reform.
- Public confidence in Policing and public apathy towards Policing, and the overall image of the Policing Service in the eyes of the public nationally as a result of various issues, scandals, crime recording, Police misconduct.
- Crime recording practices as a whole; the loss of national statistics status, reputation and confidence in Police statistics.
- Cybercrime and increase use of social media, particularly for issues of Child Sexual Exploitation.
- Serious and Organised Crime, including human trafficking and exploitation of labour, migration, serious sexual exploitation, female genital mutilation and fraud and identity theft.
- Data Protection / Privacy Laws / Information sharing / civil liberties in line with technology.
- Transforming Rehabilitation: The Offender Rehabilitation Act 2014 made provision for the new National Probation Service.
- The Police Code of Ethics developed by the College of Policing.

4.4 Regional Challenges

The following regional challenges pose risks to policing:

- Reduction in Police Force (and Partner) budgets is leading to a changing landscape of policing, and Police forces are having to organise themselves to ensure they can meet the budget reductions whilst maintaining frontline services and remaining victim focussed.
- Regional collaboration; realising the benefits of collaboration, and making sure lines of accountability are clear within collaborations

4.5 Local Challenges

The following local challenges pose risks to policing:

- Emerging Communities – changing local demographics.
- Diverse and growing population.
- Consultation and engagement with communities.

- Information Sharing.

- Large student population.

- Areas of high need / demand (as assessed through partnerships).

5 Consultation and Engagement

This Nottinghamshire Police and Crime Needs Assessment for 2014 has been produced in collaboration with the Force and local Crime and Community Safety Partnerships and key stakeholders by aggregating their Strategic Assessments, together with consultation and engagement findings and published key reference materials.

Throughout the year, the Commissioner and his Deputy have listened to partners, stakeholders, communities and most importantly many victims of crime. They have learned of their concerns and have sought to better understand how improvements can be made. They have undertaken extensive public consultation on policing and crime and this has been vital to help shape the decisions that have been made during the Commissioner's second year of delivering his Police and Crime Plan.

Some engagement activities include:

- Consulting with the Chairs of Strategic Partnerships

- Walkabouts - in high crime areas across the City and the County

- Public Stakeholder Forums

- Monthly engagement with the Commissioner's BME Steering Group

- The Commissioner's website

- Commissioned focus groups

- Personal Meetings with Members of the Public and Stakeholders

- Police User Satisfaction Survey

- Crime Survey for England and Wales

- Neighbourhood Satisfaction Surveys

- Annual Residents Survey (Nottinghamshire County Council)

- Respect Survey (Nottingham City Council / Nottingham Crime and Drugs Partnership)

- Neighbourhood Priority Surveys (Nottinghamshire Police)

- Social Media (run through Corporate Communications)

- Face to Face and Public Engagements - (through Corporate Communications and also Neighbourhood Policing.)

5.1 Police and Crime Plan Priorities and Budget Consultation 2014/15

A report detailing the results of the various consultation exercises throughout 2014-15 is available on the Commissioner's website.[25] In total, the consultation and engagement activities have captured the views of over 4,000 residents. Some of the key highlights being:

- Overall support for having to remodel policing for Nottinghamshire given the national context of austerity and on-going policing budget cuts (62% of respondents from the online survey).

- 82% of the respondents of the Nottinghamshire Residents Survey did not support savings to local policing.

- Support for investing in preventing crime work and early intervention through education with communities (96.4% of respondents from the online survey).

- Support for joined up working with other agencies through multi-agency hubs, supported by training and information sharing, particularly for areas such as domestic violence, child abuse and other serious crime (92.8% from the online survey).

- Support for collaboration with other forces (85.7% from the online survey).

- Identified that there should be clear communication with communities, particularly for reporting crime, also promoting the confidence to contact the police for less serious issues to pass on intelligence, but a clear definition of an emergency would be useful to promote together with the numbers to call other than 999.

- General support for specialist investigative teams to assist with bringing more people to justice, and focusing on protecting vulnerable people against crime such as child sexual exploitation, domestic violence (86% from the online survey).

- Support for victims of crime having a single point of contact throughout their journey.

- Acceptance that new communication and social media are important tools for policing, but should not be the only method of communicating with the public.

- Support for a named Police Officer for each area (82.2% from the online survey), need to improve response times.

- General support for volunteering, with 86% of respondents from the Nottinghamshire Residents survey having participated in volunteering over the last 12 months.

- Support for increasing PCSO powers, or more Police Staff to ensure that Police Officers are utilised for jobs requiring warranted powers (82.1% from the online survey).

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[25] *Police and Crime Plan Priorities and Budget Consultation 2014/15 - Evaluation of Findings (insert link)*

- Recognised importance for offering restorative justice where appropriate, with specific emphasis on it needing to be victim led.

- There were concerns for closing police buildings, but general support for increasing visibility of officers (85% from the online survey), ensuring that they are enabled with technology to be as visible and accessible in their communities and focused on tackling local issues, with a recognition that there needs to be a focal point/base of some sorts.

- Support for spending more on drug and alcohol related crime and exploiting new technology to assist tackling some crimes.

- Concern that there needs to be an equitable distribution of resources across the City and County.

- Find savings through reducing the number of senior ranks, number of meetings Police Officers attend and find savings through reducing bureaucracy.

- Prepared to pay more for policing (48.2% from the online survey) 53% of respondents from the Nottinghamshire Residents Survey said they would be prepared to pay more for policing, with 14% responding maybe.

- Improve road safety awareness and tackle illegal / dangerous parking.

- 33% of respondents were very satisfied, with 47% fairly satisfied (Nottinghamshire Residents Satisfaction Survey), with their local area.

- The overall proportion of respondents feeling respected all or most of the time by local public services (61%) has decreased by 4% since the 2012 survey (Nottinghamshire Residents Satisfaction Survey).

- Three quarters (75%) of all respondents reported feeling safe (either very or fairly safe) in their local area when outside after dark (Nottinghamshire Residents Satisfaction Survey).

- Perceptions of anti-social behaviour being a very or fairly big problems being: noisy neighbours (4%/7%), groups of people hanging around the streets (5%/13%), rubbish or litter lying around (10%/16%), vandalism, graffiti and deliberate damage to property or vehicles (5%/11%), people being drunk or rowdy in public places (7%/9%), people using or dealing drugs (9%/11%), people being attacked/harassed because of their skin colour /ethnic origin/religion (1%/4%), abandoned or burnt out vehicles (0%/2%) (Nottinghamshire Residents Satisfaction Survey).

- Preferred method of obtaining information about the Commissioner, being through local newspapers and newsletters (20% and 23% from the Nottinghamshire Residents Survey).

- Importance business areas identified for review in the Nottinghamshire Residents survey are:
  o Stop and search – very important (33%), important (46%).
  o Recruitment and retention of police officers – very important (59%), important (36%).
  o Hate crime related to disability – very important (47%), important (43%).

5.2 Consultation Summary

The Commissioner has taken these findings into consideration and where possible has included activities in his Delivery Plan shown as **Appendix A**.

Consultation and engagement with stakeholders and members of the public helps inform the Commissioner's priorities and activities to be delivered in his Police and Crime Plan. Crime figures and reported incidents alone cannot be the sole basis upon which resources are deployed. For example, the Chief HMIC Tom Windsor in his Annual Assessment of Policing[26] argues that one of the most significant problems faced by society – and therefore its police – is unreported crime. Many crimes are unreported, and of course it is impossible accurately to measure the size of the problem.

Therefore, a judgement has to be made on all available information especially incidents types which are historically underreported to the police such as Hate Crime and Cyber Crime.

6   Partnership Priorities

The Police Reform and Social Responsibility Act 2011[27] places a mutual duty on the Commissioner and responsible authorities in the Community Safety Partnerships (CSPs) to cooperate to reduce crime, disorder and reoffending. There is also a similar reciprocal duty on the Commissioner and Criminal Justice bodies to cooperate.

6.1 Nottingham Crime and Drugs Partnership (CDP) Priorities

Locally the Force is innovative in how it works with the City Council, through joint management of council employees, officers and police staff to tackle anti-social behaviour and prevent crime. The CDP priorities are to tackle:

- Other Violence
- Burglary
- Drug and Alcohol Misuse
- Domestic Violence
- Anti-Social behaviour

The CDP will focus on:

- High Impact Neighbourhoods. (These are the priority problem places, premises and people for partnership focus through locality working and problem solving).

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[26] *State of Policing: The Annual Assessment of Policing in England and Wales 2012/13, Her Majesty's Chief Inspector of Constabulary, London, 31 March 2014 (Para 1.15).*

[27] *Police Reform and Social Responsibility Act 2011*

6.2 Safer Nottinghamshire Board (SNB) Priorities

The SNB priorities are to tackle:

- Serious acquisitive crime
- Violent crime
- Domestic violence
- Anti-Social behaviour
- Drugs and alcohol
- Youth issues
- Hate crime

The SNB will focus on:

- Partnership Plus Areas (These priorities are being directed towards fifteen PPAs, together with three more discretional areas nominated by each of the CSPs, having the highest levels of priority crimes)

7 Strategic Policing Requirement (SPR)

There are some aspects of policing that require a national response, balancing between localism and national requirements. The Strategic Policing Requirement (SPR), sets out the national threats and the appropriate national policing capabilities that are required to counter those threats.[28] The Commissioner and the Chief Constable are required to have due regard to the SPR.[29]

The Home Secretary has recently brought in urgently-needed legislation which will give the UK some of the toughest powers in the world to tackle the increasing threat from international terrorism and domestic extremism.[30] This will bolster existing powers to disrupt the ability of people to travel abroad to fight, reduce the risks they pose on their return and combat the underlying ideology that feeds, support and sanctions terrorism. Some new key risks identified include:

- Understanding the vulnerabilities for individuals and groups to get involved in Terrorism and Domestic Extremism
- Unplanned public disorder
- Business continuity - climate risks such as flooding, loss of power, cyber incident etc.

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[28] *Section 77 of the Police Reform and Social Responsibility Act 2011 requires the Home Secretary to issue a strategic policing requirement.*

[29] *Home Office: Strategic Policing Requirement 2012*

[30] *Home Office: Counter-Terrorism and Security Bill 2014*

8 Delivering Our Strategic Priorities

Taking account of the performance challenges and risks identified in the Police and Crime Needs Assessment and feedback received from the consultation and engagement exercises, the strategic priorities remain the same. However, in order to tackle or mitigate the risks, a number of additional activities will be undertaken. These will be monitored and reported on a quarterly basis. Some key activities are summarised in the following sections in relation to each of the seven strategic themes.

Appendix A provides a detailed overview of the Commissioner's Strategic Framework, outlining the priorities and their supporting actions to be delivered.

8.1 Protect, support and respond to victims, witnesses and vulnerable people

Improve the identification and response to 'hidden harm', particularly with regard to vulnerable people and new and emerging communities.

- Work collaboratively to review and address current and future gaps in public protection and safeguarding capacity, advocacy and voluntary agencies.

- Work with communities, local agencies and academia to develop a greater understanding of 'hidden harm', particularly by improving third party reporting, improving confidence amongst those least likely to report victimisation and supporting targeted training and awareness raising activity across agencies and communities.

Ensure targeted provision is available, effective and focused on those most vulnerable to victimisation and offending.

- Work to profile age, communities and vulnerability, particularly focused on exploitation, disabilities, mental health and vulnerability.

- Support targeted engagement activity with young people, particularly in improving trust and confidence in the police and other agencies and increasing opportunities for young people to report victimisation.

- Assess the impact and coverage of youth diversionary activities across Nottinghamshire, capture and disseminate good practice and respond to key gaps in service provision.

- Improve communication and consultation with those at risk and vulnerability.

8.2 Improve the efficiency, accessibility and effectiveness of the criminal justice process

Support and empower local communities in tackling the issues that most affect them and promote targeted multi-agency problem solving approaches.

- Raise awareness and maximise the use of tools and powers available to communities and partners in preventing, tackling and responding to crime and anti-social behaviour in their area, including problem solving

methodologies, community trigger and the use of out of court disposals and restorative justice.

- Work collaboratively to understand and support the needs of new and emerging communities and ensure crime and community safety agencies are open, accessible and representative of their local communities and working together to empower community action.

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

Support Multi-agency Integrated Locality Working and Citywide Tasking to tackle the most problematic and complex needs of our communities

- Integrated and coordinated working across services will tackle the most problematic and complex needs of victims and perpetrators.

- Building on the review of the Partnership Plus Areas of the County's Safer Nottinghamshire Board, for integrated services including, local authorities, Housing, Troubled Families, Social Care, Health and Education to improve targeted service delivery within an environment of diminishing resources focusing on areas and individual needs.

- Promote innovation and maximise opportunities to work smarter through integrated service delivery where there are clear benefits.

- Other Crimes Against Society, Sexual Offences, Vehicle Interference and Public order Offences have increased significantly and will need to be monitored closely

Explore further opportunities for collaboration and partnership working to improve the resilience and effectiveness of local services as agencies resources continue to reduce.

- Strengthen strategic partnerships within and beyond Nottinghamshire and develop further clarity of the shared purpose and outcomes for crime and community safety.

- Maximise partnership opportunities to disrupt and dismantle organised criminality via local.

- Organised Crime Partnerships, particularly in tackling the organised drug markets that impact upon the area.

- Promote positive action for anti-social behaviour.

8.4 Reduce the impact of drugs and alcohol on levels of crime and anti-social behaviour

Support the development of a clear purpose across agencies to deliver improved services.

- Develop clarity and understanding across agencies with regard to roles, responsibilities and outcomes in response to priority individuals and locations, particularly with regards to the factors that drive vulnerability such as age, mental health, disability, hard to reach community, new and

emerging communities, financial hardship, and problematic alcohol and substance misuse.

- Develop approaches to tacking areas of risk through links to organised crime.

8.5 Reduce the threat from organised crime

Work to continue as part of the 'Prevent' agenda to improve training and channel referrals to identify and engage with individuals at risk linking work with Health, Education and Higher Education activity to safeguard vulnerable people from harm.

- Develop work to understand the threat of extremism and domestic radicalisation.

- Develop work for tackling and dismantling organised crime for child sexual exploitation, human trafficking, forced marriage and female genital mutilation through local, regional and national working.

- Develop work on risks posed by Foreign National Offenders.

Develop understanding and responses to the threats of on-line criminality, particularly in reducing risk to those most vulnerable to harm and exploitation.

- Develop the understanding of the scale and impact of cyber-crime and cyber-enabled crime and explore the potential for local organisations to counter these threats, particularly through education and awareness raising approaches.

- Review gaps in the technology, capacity and capability available to respond to new criminal techniques and practices and seize opportunities to use technology and social media to make communities safer, including targeted engagement and greater use of open source intelligence.

8.6 Prevention, early intervention and reduction in reoffending

Support for strengthening prevention and improvements to environmental design, safety and security to reduce the risk of both traditional and on-line victimisation.

- Continue to support the development of the coordinated cross-agency prevention strategy and targeted education and early intervention approaches – particularly in response to emerging risks such as harmful sexual behaviour, substance misuse, low level acquisitive crime, cyber-crime, fraud, areas of high demand crime and anti-social behaviour, including night time economy.

- Conduct clear inter-agency communication and educational campaigns targeted at vulnerable groups.

Maximise technology and techniques identifying, anticipating and preventing crime, victimisation and harm.

- Test and exploit opportunities for predictive analytic approaches across agencies.

- Improve intelligence and data sharing.

8.7 Spending your money wisely

Develop and enable volunteering and 'active citizenship' by promoting opportunities for engagement, ensuring initiatives have the support and information they need to be effective.

- Develop areas of volunteering, especially increasing the number of Special Constables to police crime in rural areas.

- Improve communication and education for those at risk.

- Develop age, risk and community targeted communication and engagement.

Support continued improvements in training, standards and quality of service across crime and community safety agencies in delivering open and accessible services.

- Drive improvements in the quality, recording, management and sharing of information within and between agencies, particularly in identifying and responding to vulnerability and informing our understanding of current and future risk.

- Collectively review gaps in services, specialist knowledge and expertise in view of significant changes to the crime, community safety and criminal justice environment, particularly where key roles have been lost or diluted.

9 Measuring How Well We Are Doing

The Commissioner has been working with the Force and partners to identify the measures and targets that will monitor the delivery of the Police and Crime Plan and demonstrate efficient and effective policing in Nottinghamshire. The targets and performance indicators are shown in the following tables listed under the Commissioner's seven strategic themes.

Strategic Priority Theme 1: Protect, support and respond to victims, witnesses and vulnerable people		
Measure	Objective	Target
1 Percentage of victims of crime that are completely, very or fairly satisfied with the service they have received from the police	A year-on-year improvement in satisfaction levels	90% of victims completely, very or fairly satisfied
2 Percentage of victims and witnesses satisfied with the services provided in court	A year-on-year improvement in satisfaction levels	An increase in the percentage of victims and witnesses satisfied compared to 2014-15.
3 Percentage of people who agree that the police and council are dealing with local anti-social behaviour (ASB)	A year-on-year improvement in agreement levels	60% agreement by 2015-16

	and other crime issues		
4	Percentage reduction of people that have been repeat victims within the previous 12 months	Reduce the number of repeat victims of domestic violence, hate crime and ASB	a) A reduction in the number of repeat victims of domestic violence compared to 2014-15 b) A reduction in the number of repeat victims of hate crime compared to 2014-15 c) To monitor repeat victims of anti-social behaviour incidents d) To monitor the number of domestic abuse incidents and crimes and proportion which are repeats[31]
5	Public confidence in reporting offences to the police	i) Encourage the increased reporting of serious sexual offences and sexual offences as a whole	To monitor the number of Serious Sexual and sexual offences as a whole
		ii) Encourage the increased reporting of domestic abuse (incidents and offences)	To monitor satisfaction levels of victims of domestic abuse through the Force Victim Surveys
		iii) Encourage the increased reporting and identification of Hate Crime	To monitor the number of Hate Crimes and proportion which are repeats.[32]
6	The number of people Killed or Seriously Injured (KSIs) on Nottinghamshire's roads	i) 40% reduction in all KSI RTCs by 2020 (from 2005-09 average)	To maintain a reduction in the number of persons KSI on Nottinghamshire's roads, in-line with the Nottinghamshire Road Safety Partnership target of a 50% reduction by 2020 (from the 2005-2009 baseline).[33]
		ii) Monitor KSIs for 0-15 year olds	The number of KSIs for 0-15 year olds
7	The number of non-crime related mental health patients detained in custody suites	Reduce the number of non-crime related mental health patients detained in custody suites	A reduction in the number of non-crime related mental health patients detained in custody suites compared to 2014-15
8	Percentage of incidents responded to within the target time	Ensure that demand for service is responded to appropriately by reducing demand and attending Grade 1 and 2 calls quickly	To monitor the percentage of Grade 1 and Grade 2 Incidents attended within the prescribed timescales.

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[31] DV Victims with the highest level of repeats (over a two year period) will be further monitored through the PCC Delivery Plan.

[32] It is expected that first time reports of Hate Crime will increase and repeat Hate Crimes will reduce.

[33] This can be monitored according to an annualised (calendar year) target, which will be calculated at the start of each year

Why is it important?

Surveys identify getting back to victims and keeping them informed is a priority for improving satisfaction.

Supporting victims and witnesses improves sure and swift justice.

Community engagement and consultation identifies a need to improve accessibility and visibility of the police in local communities.

Performance figures identify high levels of repeat victims. The Commissioner's focus is that victims are the most important part of any crime.

Domestic violence accounts for 41% of the reported violence against a person; a significant proportion is repeat victimisation.

There are a high number of people killed or seriously injured on Nottinghamshire's roads.

It's important to ensure that any changes to the Police operating model does not affect response times especially in rural areas.

Strategic Priority Theme 2: **Improve the efficiency, accessibility and effectiveness of the criminal justice process**		
Measure	Objective	Target
1	Percentage of Crown Court files to be submitted by the police to the Crown Prosecution Service on time and without errors	A continued improvement in the quality and timeliness of files submitted by the police to the Crown Prosecution Service	An improvement in the quality of files as monitored through the 6 weekly audit of files by the Operational Business Support Unit, with good performance and areas for development reported through the Crime and Justice Operational Performance review and PCC delivery Plan.
2	Crown Court and Magistrates conviction rates	A continued improvement in the conviction rates for the Crown Court and Magistrates Court	To record a conviction rate in line with the national average
3	Early Guilty Plea Rate for the Crown Court and Magistrates Court	The Police and CPS to effect continued improvement in the Early Guilty Plea rate for the Crown Court and Magistrates Court	a) An increase in the Early Guilty Plea rate compared to 2014-15. b) To be better than the national average
4	Percentage of effective trials in the Magistrates' and Crown Courts (HMCTS Measure)	The Police and CPS to effect continued improvement in the Effective Trial Rate for the Crown Court and Magistrates Court	a) Reduce % ineffective trials due to prosecution team reasons compared to 2014-15. b) Achieve a year on year improvement in effective trial rates.

Why is it important?

Partnership working to improve an efficient and effective criminal justice system.

Improving efficiency and effectiveness in the criminal justice system for positive outcomes for victims and witnesses.

The Commissioner is focused on the needs of victims, and supporting them to take an active role in restorative justice.

Strategic Priority Theme 3:		
Focus on those priority crime types and local areas that are most affected by crime and anti-social behaviour		
Measure	**Objective**	**Target**
1	Reduction in 'All Crime' across the Force	i) Reduce Crime in Nottinghamshire with a focus on reducing offences which have a high victim impact and reducing offences in those local areas which experience a high level of crime.	a) A reduction in All Crime compared to 2014-15.[34]
			b) A reduction in the number of victim-based crimes compared to 2014-15.[35]
			c) To monitor the number of offences in those local areas which experience a high level of crime.[36]
		ii) To ensure that rural crime does not increase	To monitor the proportion of rural crime compared to 2014-15.[37]
2	Reduction in anti-social behaviour (ASB) incidents across the Force	Reduce ASB incidents in Nottinghamshire with a focus on those local areas which experience a high level of ASB	A reduction in ASB incidents in line with the long-term target of a 50% reduction by 2015-16 (compared to the 2011/12 baseline)
3	The detection rate (including Positive Outcomes) for Victim-Based Crime	i) An improvement in the detection rate (including positive outcomes) for victim-based offences	a) An increase in the detection rate for victim-based crime. b) To monitor the proportion of Community Resolution disposals. c) To monitor Detection rate for Total Crime.[38]
		ii) To ensure the appropriate and effective use of Community Resolution disposals	a) To monitor the proportion of Community Resolution disposals. b) To monitor Detection rate for Total Crime
Why is it important?		

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[34] It is recognised that first time reports of DV, Hate Crime and serious sexual crime will increase. However, by taking positive action to reduce repeat victimisation overall crime should still reduce.

[35] In support of this target, Burglary Dwelling, Robbery and Violence with Injury will be priority areas.

[36] PPA areas in the County and High Impact Areas in the City

[37] This is a new target and will require development through a small project group. To be reported in Quarter 3 and 4.

[38] New monitoring arrangements will be introduced in the PCC Delivery plan for crimes where a suspect has been identified (especially for violence and sexual crimes) to ensure that all possible enforcement action is being taken.

There is a national target to reduce crime.

Priority focus on prevention to reduce demand, with continuing multi-agency action to tackle anti-social behaviour and manage high volume offenders to reduce the number of victims.

The Commissioner is now responsible for commissioning victim services.

It's important that any changes to the Police operating model does not have any adverse impact on rural communities.

A range of activities will be undertaken to encourage increased reporting of DV, Hate Crime and sexual crime. Increased public confidence will lead to increased reporting levels.

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

Measure		Objective	Target
1	The number of Alcohol-related crimes	Reducing alcohol related crime and ASB[39]	a) To monitor the number of crimes and ASB which appear to be alcohol-related b) To monitor the proportion of alcohol-related violent crime
		Reduce alcohol related crime and ASB in the Night Time Economy (NTE)	To monitor the number of violent crimes and ASB which appear to be alcohol-related in the NTE.
2	Reoffending of drug fuelled offenders in the Force IOM cohort	An evidenced improvement in reoffending levels and seriousness of offences committed by drug-fuelled offenders in the IOM cohort	To monitor the number and seriousness of offences committed by drug-fuelled offenders in the IOM cohort (2 cohorts throughout the year will be monitored quarterly)

Why is it important?

Alcohol misuse has been linked to more than 1 million crimes in the UK each year, particularly violent crime and disorder.

The Commissioner's Alcohol Strategy and Action Plan identifies key activities to tackle alcohol-related crime.

Consultation has indicated that alcohol-related violence, anti-social behaviour, and drug dealing are major concerns for local people.

The introduction of the Anti-social Behaviour, Crime and Policing Act has introduced new powers for policing and community safety. The number of times the new ASB Powers are utilised will be monitored through the PCC Delivery Plan.[40]

Improving data quality will help managers better understand the problem and help determine where to deploy resources and more importantly learn what works.

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[39] *The PCC Delivery Plan will monitor data quality in order to better understand the nature of alcohol-related crime.*

[40] *ASB Powers: Community Remedy, Community Trigger, Civil injunction, Criminal behaviour order, Dispersal power, Community protection notice, Public spaces protection order, Closure power.*

Strategic Priority Theme 5:		
Reduce the threat from organised crime		
Measure	Objective	Target
1	The number of Proceeds of Crime Act (POCA) confiscation and forfeiture orders	To improve the POCA process and maximise opportunities to publicise successful POCA operations in order to improve public confidence	A 10% increase in the number of orders compared to 2014/15
2	Force threat, harm and risk (THR) assessment level	To meet the Strategic Policing requirements of capability and capacity	To reduce the Threat, Harm and Risk below the 2014-15 level
3	Reported drug offences	To encourage the increased reporting of offences of the production and supply of drugs	To monitor the number of production and supply of drugs offences
4	The number of Cybercrimes	To better understand and tackle cybercrime through identification and monitoring cybercrime[41] levels.	Monitor the number of Cybercrimes in 2015-16 to establish a baseline.[42]

Why is it important?

There are further opportunities to generate income from those involved in organised crime under the Proceeds of Crime Act.

The threat of an increase in organised crime is highlighted as a national risk, and under the Strategic Policing Requirement (SPR) the Commissioner and the Chief Constable are required to maintain sufficient capacity and capability to support the national Organised Crime Strategy.

Cybercrime is increasing and affecting more and more victims, it's important to increase our understanding to protect victims.

Strategic Priority Theme 6:		
Prevention, early intervention and reduction in re-offending[43]		
Measure	Objective	Target
1	Reoffending of offenders in the Force IOM cohort	An evidenced improvement in reoffending levels and seriousness of offending from offenders in the IOM cohort	Monitor the number and seriousness of offences committed by offenders in the IOM cohort[44] (2 cohorts throughout the year will be monitored quarterly)
2	Youth Offender reoffending rates	To better understand youth reoffending	To monitor reoffending rates and

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[41] *'Cybercrime' is a term used to define any crime that takes place online or where a where a digital system is targeted by means of a criminal attack*

[42] *New Measure - Performance to be reported by Quarter 3 after consultation with Police College.*

[43] *The recidivism rate of persistent shoplifters will be monitored through the PCC Delivery Plan. Also, the recidivism rate for offenders subject to Community Remedy will be monitored.*

[44] *Monitoring this year will provide a baseline for future targets setting.*

		and to create a baseline for future performance monitoring	offending levels of youth offenders in the Youth Justice System
3	Community Resolutions for Youth Offenders	To better understand recidivism in Youth Offenders following a Community Resolution disposal, and to create a baseline for future performance monitoring	To monitor reoffending in Youth Offenders who have received a community resolution

Why is it important?

Current figures for proven reoffending show that the percentage of offenders who go on to commit a further offence within 12 months needs reducing.

The Commissioner will focus on prevention to reduce demand, securing justice for victims and reducing reoffending to reassure the public and improve confidence in policing.

It's important to understand how effective out of court Disposals especially community Remedy and other Restorative Justice outcomes.

Strategic Priority Theme 7: **Spending your money wisely**		
Measure	Objective	Target
1	Make efficiency savings	Make savings in line with MTFP by the end of each financial year Ensure that detailed plans are in place to ensure the savings target is met.	£11m
2	Total number of days lost to sickness	Reduce the number of days lost to sickness to ensure that the Force remains in line with national trends	a) 3.7% for officers (8.2 days) b) 3.7 % for staff (8.2 days)
3	BME representation	To reduce the gap in current BME representation within the Force and local BME community representation in respect of: Recruitment for officers and staff to reflect the local community	Increase BME representation within the Force to reflect the BME community[45]
4	Improve data quality[46] and compliance with national recording standards.	To improve the quality and integrity of data recording to ensure that crime is better understood, ethically recorded and responded to.	Compliance rate with national recording standard in respect of Total Crime.[47]

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[45] *The overall objective is for the Force to represent the community it serves. The county BME population is 11.2%.*

[46] *Data Quality to be monitored through the PCC Delivery Plan to evidence that quality is improving.*

[47] *Performance for Violent crime, Sexual Crime and compliance rates prior to intervention to be monitored through the PCC Delivery Plan.*

10 Accountability

The Police and Crime Plan sets out the Commissioner's governance and accountability arrangements; these are further outlined in the Commissioner's Governance Framework.[48] The Commissioner has produced his Annual Governance Statement, reporting against the 'Delivering Good Governance' principles. There has been an annual governance review and the production of the Group Statement of Accounts for 2013-2014[49] which reflects the financial position of meeting continued savings of around £10m each year while increasing visibility and accessibility of policing. There has also been the production of the Code of Corporate Governance which sets out the standard that the Commissioner and the Chief Constable will govern as separate corporations sole.

11 Resourcing Our Priorities

Overall police funding in England and Wales will be cut by 5.1% in 2015-16 which equates to a loss of approximately £10m in Nottinghamshire taking into account inflation.

A total of £718m will be top-sliced from the policing budget to fund national organisations such as the Counter Terrorism Unit. Of this £251m is set aside for specific policing initiatives including the Innovation Fund and PFI – an increase of 52% in comparison to 2014-15. Some of this funding will be returned to local police forces however many of the initiatives will require police forces to compete for grants.

The Chief Constable is appointed by the Commissioner to deliver local policing in line with the priorities set out in his Police and Crime. The Commissioner is also responsible for the provision of resources for policing services. In the current year, 2014-15 the Force has a budget of £193.8m to police a population of approximately 1.1million.

To date over £50 million of efficiencies has been delivered to balance the budgets since austerity measures were taken by the government. There is an identified need to find on average £10 million in savings each year is set to continue.

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[48] *Governance Framework*

[49] *Nottinghamshire Police and Crime Commissioner and Group Statement of Accounts 2013-2014*

11.1 Police Employees

The table below details the staffing levels as of November 2014. It can be seen that there are 2,095 Police officers, 63 of which are externally funded.

POLICE EMPLOYEES AS OF NOVEMBER 2014	Police Officers			Police Staff			Employees	PCSOs (included within Staff)	
	Substantive Actual FTE	Externally Funded Actual FTE (B)	Total PCs	Substantive Actual FTE	Externally Funded Actual FTE (B)	Total Police Staff	Grand Total (Excl B)		Substantive Actual FTE
Local Policing									
City	613	22	635	167		167	780	City	129
County	750	2	752	249	38	287	999	County	199
Contact Management	22		22	301	1	302	323		
Sub-Total	**1,385**	**24**	**1,409**	**717**	**39**	**756**	**2,102**	**Total**	**328**
Specialist Services									
Crime & Justice	367	6	373	402	21	423	769		
OSD	145	1	146	19	-	19	164		
Regional	99	32	131	27	1	28	126		
	611	**39**	**650**	**448**	**22**	**470**	**1,059**		
Command	4		4	5		5	9		
Corporate Services	32		32	321		321	353		
	2,032	**63**	**2,095**	**1,491**	**61**	**1,552**	**3,523**		

There is 1,552 Police staff, of which 61 are externally funded. Included within Police staff, there are 328 PCSOs. In total excluding externally funded Police officers and Police staff, there are 3,523 employees.

11.2 Efficiency Savings

In order to continue delivering the required efficiencies the Force is developing a programme of significant transformational change, through its 'Delivering the Future' Programme. From the initial Target Operating Model work the Force identified a series of activity under the banner of 'Designing the Future'. Throughout the first half of 2014-15 this work has been developing and the Force has now moved into 'Delivering the Future' phase of this key activity. This will change the way in which the policing service in Nottinghamshire is provided in the future. Delivering the Future (DtF) is largely predicated on a different workforce mix of Police Officers and staff supported by a focus on reducing demand at the point of first contact.

The reduction in the size of the police estate and rationalisation of front counters will help to make efficiency savings. The focus will be on maintaining a police presence to support the vision of policing; through more partnership co-location, digitalisation and agile working.

To achieve further efficiencies there will be increased work in collaboration with our regional police forces and the development of collaboration at a local level with partners. We all need to reduce services together to ensure burdens are not transferred.[50]

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[50] *Reference: Police and Crime Panel budget papers 3 February 2014*

The table below summarises the savings plans currently in place for the next four years including the savings which are planned from 'Delivering the Future' activity shown against the business area delivering the savings.

PLANNED EFFICIENCY SAVINGS	2015-16	2016-17	2017-18	2018-19
	£m	£m	£m	£m
Business & Finance	2.6	0.3	0.0	0.0
EMSCU Income Generation	0.0	0.0	0.0	0.0
EMSCU Procurement Related	0.8	0.3	0.3	0.3
Estates/Facilities	0.4	0.0	0.0	0.0
Transport	0.8	0.0	0.0	0.0
HR	0.3	0.3	0.0	0.0
IS	0.5	0.6	0.0	0.0
Other	0.7	2.8	1.1	0.4
Total Corporate Services	**6.1**	**4.3**	**1.4**	**0.7**
Local Policing	2.8	5.0	2.0	0.0
Specialist Services	1.3	2.2	2.8	2.1
PCC	0.8	0.0	0.0	0.0
Total efficiency savings	**11.0**	**11.5**	**6.1**[51]	**2.8**

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.

The estimated funding for the Commissioner over the next four years is as follows:

FUNDING AVAILABLE	2015-16 £m	2016-17 £m	2017-18 £m	2018-19 £m
Police & Crime Grant	126.8	120.3	114.3	108.6
Council Tax Legacy Grant	9.7	9.7	9.7	9.7
Precept	51.7	53.4	54.5	55.6
Collection fund surplus/(deficit)				
TOTAL	188.2	183.4	178.5	173.9

Collection fund balances are unknown at this stage with declarations from billing authorities not being due until 31st January. If there is a net surplus this will be transferred to the Grants and Commissioning Reserve.

The net expenditure requirements are provided below:

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[51] *Some of the figures in this table (2017-18) have been rounded up but the £6.1m figure is correct.*

EXPENDITURE SUMMARY	2015-16 £m	2016-17 £m	2017-18 £m	2018-19 £m
Previous year net expenditure	193.8	188.2	183.5	178.5
Net changes for pressures	8.4	10.9	3.7	1.8
Net expenditure requirement	202.2	199.1	187.2	180.3

The summary financial position is detailed below:

TOTAL NET EXPENDITURE	2015-16 £m	2016-17 £m	2017-18 £m	2018-19 £m
Policing element				
Net Expenditure	197.7	194.6	182.7	175.8
Savings efficiencies & reserves	(10.9)	(11.4)	(6.0)	(2.7)
Sub-total	**186.8**	**183.2**	**176.7**	**173.1**
Grants & Commissioning				
Net Expenditure	4.5	4.5	4.5	4.5
Savings efficiencies & reserves	(0.1)	(0.1)	(0.1)	(0.1)
Sub-total	**4.4**	**4.4**	**4.4**	**4.4**
Total Net Expenditure	**191.2**	**187.6**	**181.1**	**177.5**
Financing Available				
Grants	136.5	130.0	124.0	118.3
Precept	51.7	53.4	54.5	55.6
TOTAL FINANCING	**188.2**	**183.5**	**178.5**	**173.9**
Contribution (from) Reserves	(3.0)	(1.0)		
Further (savings) required	0.0	(3.1)	(2.5)	(3.6)

The Commissioner recognises that achieving these levels of efficiencies will be challenging, but he has mapped out a robust programme of work and monitoring with the Force.

12 Delivering Value for Money

The commissioned Deloitte Base Budget Review and the HMIC annual Value for Money (VFM) Profiles have identified the following ten key areas for savings, which form part of an improvement plan of action for the Force which is monitored by the Commissioner:

- Fleet management

- Reduce demand and deployment

- Airwave Radio – use of radios and other technology

- Corporate Services

- Estates management

- Criminal Justice

- Procurement

- Workforce modernisation

- East Midlands Collaboration Programme

- Finance

13 Smart Commissioning

The Commissioner commissions the majority of community safety work through city and county community safety partnerships, which bring together local stakeholders and 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; and directly commissions other services such as target hardening.

On 1 October 2014 the Commissioner became responsible for commissioning local victim support services, a role previously held by Ministry of Justice (MoJ). Since then, he has commissioned Victim Support to continue to provide a core victim support service, as well as commissioned domestic and sexual violence services previously supported by MoJ. At the time of writing Nottinghamshire Office of the Police and Crime Commissioner (NOPCC) is procuring separate, but integrated, victims and restorative justice support services to be operational from April 2015. The Deputy Commissioner is working very closely with local authorities including public health, clinical commissioning groups and NHS England to co-commission future specialist domestic and sexual violence support services.

Appendix A: Strategic Framework

BUILDING SOCIAL CAPITAL – Refreshed Police and Crime Plan 2015 – 2018				
The Vision 'The People's Commissioner'	…giving victims and citizens a bigger VOICE in policing to achieve a safer Nottingham and Nottinghamshire…	To achieve outcomes of: • Safer communities • Improved trust and confidence in policing • Delivering value for money policing services	To achieve objectives of: • Reduced crime and anti-social behaviour • Fairer treatment of victims and citizens • Better use of resources	To be measured by demonstrating: • Ranked in the top 10 Police forces for reducing crime • Ranked in the top 5 forces for victims satisfaction • Efficient and effective use of budget and resources • Increased representation of BME through recruitment

REDUCING CRIME AND ANTI-SOCIAL BEHAVIOUR BY WORKING WITH COMMUNITIES, BUSINESSES, PARTNERS, VOUNTARY AND THIRD SECTOR		
Pledges	1. Campaign against Government funding cuts to Nottinghamshire's Police budget 2. Improve Community Policing across Nottinghamshire by taking on 150 extra Police Officers and 100 PCSOs 3. Work in Partnership to reduce anti-social behaviour 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

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

STRATEGIC THEMES AND KEY ACTIVITIES FOR THE DELIVERY PLAN

1. Protect, support and respond to victims, witnesses and vulnerable people	2. Improve the efficiency, accessibility and effectiveness of the criminal justice process	3. Focus on priority crime types and those local areas that are most affected by crime and anti-social behaviour	4. Reduce the impact of drugs and alcohol on levels of crime and anti-social behaviour	5. Reduce the threat from organised crime	6. Prevention, early intervention and reduction in reoffending	7. Spending your money wisely	Principle 1: Focusing on the purpose of the PCC and the Force, and on outcomes for the community, and creating and implementing a vision for the local area.
1C1. Invest in market development and commission universal and targeted services for victims. 1C2. Continue to improve BME community experience of policing and implementation at the 'Commissioner's research recommendations. 1C3. Better understand, support and respond to female genital mutilations (FGM). 1C4. Work with safeguarding partners to increase awareness and understanding of child sexual exploitation, missing children, hidden harm and provide support to victims with partners. 1C5. Undertake research into new and emerging communities and their impact on offending and victimisation. 1F1. Identify the value and extent of	2C1. Provide leadership and ensure criminal justice partners implement victims code (LCJB – sub–groups) to ensure services are victim centred. 2C2. Ensure new 'Integrated Restorative Justice' service is implemented and is victim initiated. 2C3. Undertake regular dip samples of victim impact statement to improve quality. 2F1. Implement domestic violence 'live' links project with CPS and Courts. 2F2. Work with other Forces in the region to implement a new,	3C1. Continue to support partnership working in high crime neighbourhoods in the City and County. 3C2. Commission and produce an ASB leaflet to improve public and partners understanding of new ASB powers and tools 3C3. Implement a 'target hardening scheme with County Council. 3C4. Work with Partners and Force to better understand and respond to wildlife crime in rural areas (see also 3F2). 3C5. Better understand 'fear of crime' and how it can be reduced. 3F1. Implement operational control strategies for priority	4C1. Review and implement the refreshed alcohol action plan, including 'Blue Light Project. 4C2. Ensure the newly commissioned County CJIT[52] substance misuse service is effective and achieving stated outcomes. 4C3. Following 4F4, hold a best practice event in quarter 4 (2015-16) to identify best practice in respect of utilisation of new ASB powers. 4F1. Reduce the demand for the supply of illegal drugs, tackling class A drug trafficking, closing crack houses and disrupt cannabis cultivation. 4F2. Continue to implement	5C1. Ensure partnership structures are in place in the City and County (including Trading Standards) to tackle serious and organised crime; specifically cybercrime; illicit tobacco, drugs, fraud, money laundering sexual exploitation and human trafficking. 5C2. Ensure support partnership work between colleges, schools, prisons and Councils to prevent people being drawn into terrorism (new legal duty). 5C3. Work with Trading Standards to ensure that mainstream activity	6C1. Work in partnership to ensure street triage is continued and vulnerable people, including young people are dealt with more appropriately outside of custody. 6C2. PCC to grant aid positive activities for young people most at risk of getting involved in offending not provided elsewhere. 6C3. Monitor the impact on re-offending and out of out of court disposals, including cautions, PND and 'community resolution!' 6C4. Support IOM GPS tagging pilot to reduce re-offending by people involved in shop theft. 6C5. Undertake research and engagement activity with young people. 6C6. Work with schools to ensure that the crime prevention features in core curriculum.	7C1. Support the implementation on the new policing model 'Designing the Future', including introducing prison handling teams. 7C2. Ensure the Force achieves a balance budget and delivers the required efficiency savings. 7C3. Achieve greater financial savings and improve service delivery through collaboration with other Forces and organisations. 7C4. Implement and promote the social responsibility strategies. 7C5. Submit bids to maximise funding opportunities nationally. 7C6. Rationalise the police estate and support joint service centre with partners. 7F1. Recruit more volunteers (especially BME) to support	Principle 2: Leaders, officers and partners working together to achieve a common purpose with clearly defined functions and roles. Principle 3: Promoting values for the PCC and demonstrating the values of good governance through upholding high standards of conduct and

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[52] CJIT – Criminal Justice Intervention Team

Child Sexual Exploitation (CSE), specifically in relation to children and human trafficking. 1F2. Review staffing arrangements within DTF model to ensure sufficient resources within SEU. 1F3. Work with Adult and Children's safeguarding colleagues and IOM Partners to create an approach to managing high risk domestic abuse perpetrators. 1F4. Produce a problem profile to better understand and engage with new and emerging communities. 1F5. Identify repeat DV victims with the highest level of repeats (over a two year period for violence where a further crime has occurred within the last two months. 1F6 Consider using technology in rural areas to support farmers e.g. Farm Watch and smartphones. 1P1. City and County to co-commission with the PCC domestic violence and sexual violence services. 1P2. Better protect and reduce violence to young women and girls and gangs. 1P3. Increase reporting of hate crime and provide dedicated resources to support victims. 1P4. Develop and implement a plan to respond to the Commissioner's and CCGs Mental health Summit held in September 2014.	criminal justice service. 2F3. Crime Recording Data Quality to be improved and monitored to ensure that quality is improved. 2F4. Utilise the power to stop and search in a necessary and proportionate manner, sharing data and encouraging greater scrutiny. 2F5. Improve the quality and timeliness of files submitted by the Police to the Crown Prosecution Service. 2P1. Ensure greater scrutiny and promote a better understanding of out of court disposals, including a review of 'community remedy'. 2P2. Publicise, where possible the outcome of criminal cases to improve public confidence. 2P3. Reducing Reoffending Board to work with the National Probation Service and 'Reducing Reoffending Partnership' (CRC) and other agencies to ensure 'integrated offender management arrangements are maintained and effective.	crime types. 3F2. Work with partners to protect local environments and Wildlife Crime 'through' cross border working. 3F3. Develop a mechanism for defining and monitoring rural crime by postcode if possible. 3F4. Roll out a case management system to improve the sharing of information between partners (e.g. ECINS). 3F5. Consider extending Operation Graduate in the City to cover holiday periods and extend to the County. 3F6. Further develop a Control Plan for Other Violence so incidents are fully understood/responded to. 3F7. Monitor 'Other Crimes Against Society', 'Other Sexual Offences' and 'Sexual Offences', 'Vehicle Interference' and 'Public Order Offences'. 3P1. Design and implement a new 'Neighbourhood Locality Working Model' in the County and align with City wide tasking model. 3P2. Develop a better understanding of agencies roles, responsibilities and powers to improve local tasking arrangements and locality working. 3P3. Develop stronger links between Nottinghamshire Road Safety Partnership and District community safety partnerships to improve road safety.	multi-faceted partnership problem solving plans for each of the key night time economies (NTEs). 4F3. Ensure a smooth transition to NHS England of Custody Health Provision. 4F4. Ensure that the new ASB Powers are fully utilised to reduce ASB and monitor (quarterly) the number of times the different powers are utilised by Districts and City. 4F5. Work with Partners and YOTs to develop a Community Remedy Plus to support young people at risk of further offending. 4P1. City and Districts to ensure the robust enforcement of licensing conditions for pubs and clubs causing the most concerns. 4P2. Nottingham Crime and Drugs Partnership to commission new Criminal Justice Substance Misuse Service for Nottingham City (see also 4C2). 4P3. Better understand the prevalence and impact on crime and new psychoactive and legal substances on crime through substance misuse needs assessment.	tackles OCGs. 5F1. Utilise POCA powers more effectively for criminal investigation. 5F2. Work with partner agencies to protect more individuals vulnerable and human trafficking. 5F3. Direct young people away from being involved in organised crime through IOM, Troubled Families and Vanguard Plus. 5F4. Develop the Force's physical, people and cyber measures to combat organised crime. 5F5. Utilise automatic number plate (ANPR) technology to deny criminals use of the road. 5F6. Produce serious and organised crime profiles to support partnership working. 5F7. Secure a better understanding, monitoring and checking of foreign national offenders. 5F8. Provide crime prevention advice on how to protect victims (especially vulnerable) from cybercrime. 5P1. CDP to provide PCC funding to support interventions to combat gangs and youth violence including BME young people.	6F1. Utilise integrated offender management, (IOM) to reduce crime by high risk offenders. 6F2. Adopt an integrated partnership approach to preventing demand for public, private and third sector. 6F3. Support multi-agency public protection arrangements (MAPPA) to manage the most dangerous violent and sexual offenders. 6F4. Establish stronger and collaboration partnerships to tackle personal robbers. 6F5. Reduce the recidivism rate for persistent shoplifters compared to 2014-15. 6F6. Bolster monitoring/ review arrangements for crimes where a suspect has been identified (especially for violence and sexual crimes) to ensure that all possible enforcement action is being taken. 6F7. In support of Community Remedy, establish mechanisms to ensure young people are appropriately referred to support agencies (see also 4F5). 6F8. Work with Partners and take steps to enhance intelligence gathering e.g. communities, rural crime and cybercrime. 6F9. Ensure that crime prevention, reducing demand and bureaucracy is central to mainstream activity. 6P1. Partners to ensure that suitable accommodation is made available to avoid vulnerable young people with mental health concerns being detained in custody and develop an appropriate place of safety. 6P2. Focus on those individuals and families that cause the most demand to public organisations. 6P3. Support Public Health England's 'Liaison and Diversion scheme.	policing, including cadets, rural specials, specials, volunteer PCSOs and neighbourhood watch. 7F2. Create a regional Police business service with Northants. 7F3. Support the introduction of a Regional and Operational Support Unit with Leicestershire, Lincolnshire and Northamptonshire. 7F4. Introduce more agile mobile data solution for police officers and staff to make them more effective. 7F5. Provide dedicated high visibility cars and encourage more voluntary speed watch schemes. 7F6. Ensure that 'Designing the Future' maintains access to services and effective communication to provide public reassurance by publicising positive good news stories (see also 2P2). 7P1. Greater commissioning and pooling budgets to achieve greater efficiency and deliver service improvement for domestic abuse and sexual violence services. 7P2. Work with partners to better understand, prevent and reduce demand and take steps to bolster community volunteering. 7P3. Ensure there is practical information sharing agreements in place to support multi-agency and locality working. 7P4. Ensure greater alignment of public organisations efficiency and transformational programmes.	behaviour. Principle 4: Taking informed and transparent decisions which are subject to effective scrutiny and managing risk. Principle 5: Developing the capacity and capability of the PCC, officers of the PCC and the Force to be effective. Principle 6: Engaging with local people and other stakeholders to ensure robust public accountability.
PERFORMANCE MANAGEMENT (BALANCED SCORECARD)							
• Improve satisfaction for victims and witnesses in policing and court • Improve confidence with anti-social behaviour and crime • Reduce number of repeat victims • Reduce number of people killed or seriously injured on our roads	• Improve timeliness and quality of court files • Improve Magistrates and Crown Courts conviction rates • Improve effective trials	• Reduce 'All Crime' across the Force • Reduce anti-social behaviour • Improve detection	• Reduce the number of alcohol-related crimes • Reduce drug related reoffending • Encourage reporting drug related offences	• Improve the number of Proceeds of Crime Act (POCA) confiscation and forfeiture orders • Reduce threat, harm and risk (THR)	• Reduce reoffending • Improve understanding of youth offending • Improve understanding of recidivism in youth offenders following community resolution	• Make efficiency savings • Monitor total number of days lost due to sickness • Improve BME representation	