

NOTTINGHAMSHIRE POLICE AND CRIME PANEL

Monday, 15 June 2015 at 14:00
County Hall,

There will be a pre-meeting for Panel Members only
in The Civic Suite at 1.00pm

AGENDA

- | | | |
|----------|---|-----------------|
| 1 | Election of Chairman | |
| 2 | Election of Vice-Chairman | |
| 3 | Minutes of last meeting held on 20 April 2015 | 5 - 12 |
| 4 | Apologies for Absence | |
| 5 | Declarations of Interests by Members and Officers:- (see note below)
(a) Disclosable Pecuniary Interests
(b) Private Interests (pecuniary and non-pecuniary) | |
| 6 | Rules of Procedure | 13 - 22 |
| 7 | Work Programme | 23 - 28 |
| 8 | Review of Membership - Balanced Appointment Objective | 29 - 32 |
| 9 | Police and Crime Plan 12 Month Monitoring Report and Commissioner's Annual Report 2014-15 | 33 - 128 |

Notes

- (a) Members of the public are welcome to attend to observe meetings of the Police and Crime Panel. Please note that there is no opportunity for the public to speak at these meetings.
- (b) Nominations for the position of Chair/ Vice-Chair for the 2015/16 municipal year will be requested at the meeting. Nominations will need to be seconded. In the event of more than one nomination being received, voting will take place by a show of hands.
- (c) Declarations of Interests – Persons making a declaration of interest should have regard to their own Council's Code of Conduct and the Panel's Procedural Rules.

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

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

Customer Services Centre 0300 500 80 80

- (e) Membership (To be confirmed):-

Mayor Kate Allsop – Mansfield District Council (replaces Mayor Tony Egginton)
 Mr Rizwan Araf – Independent Member
 Councillor Jon Collins – Nottingham City Council (replaces Councillor Rosemary Healy)
 Councillor David Ellis – Gedling Borough Council
 Mrs Christine Goldstraw OBE – Independent Member
 Councillor Cheryl Butler – Ashfield District Council (replaces Councillor Chris Baron)
 Councillor Eunice Campbell – Nottingham City Council
 Councillor David Challinor – Bassetlaw District Council
 Councillor Glynn Gilfoyle – Nottinghamshire County Council

Councillor John Handley – Nottinghamshire County Council
Mrs Suma Harding – Independent Member
Councillor Neghat Khan – Nottingham City Council
Councillor TBC – Broxtowe Borough Council (replaces Councillor Pat Lally)
Councillor Keith Longdon – Nottinghamshire County Council
Councillor Debbie Mason – Rushcliffe Borough Council
Councillor Tony Roberts – Newark and Sherwood District Council (replaces
Councillor Bruce Laughton)
Mr Bob Vaughan-Newton – Independent Member
Councillor Linda Woodings – Nottingham City Council (replaces Councillor Georgina
Culley)

MINUTES OF THE MEETING HELD ON 20th APRIL 2015 AT 2.00PM AT COUNTY HALL**MEMBERS PRESENT**

(A denotes absent)

Chairman - Executive Mayor Tony Egginton – Mansfield District Council - **A**

Vice-Chairman - Christine Goldstraw OBE – Independent Member

Rizwan Araf – Independent Member

Councillor Chris Baron – Ashfield District Council

Councillor David Challinor – Bassetlaw District Council

Councillor Eunice Campbell – Nottingham City Council - **A**

Councillor Georgina Culley – Nottingham City Council - **A**

Councillor David Ellis – Gedling Borough Council

Councillor Glynn Gilfoyle – Nottinghamshire County Council - **A**

Councillor John Handley – Nottinghamshire County Council - **A**

Suma Harding – Independent Member

Councillor Rosemary Healy – Nottingham City Council

Councillor Neghat Khan – Nottingham City Council

Councillor Pat Lally – Broxtowe Borough Council - **A**

Councillor Bruce Laughton – Newark and Sherwood District Council - **A**

Councillor Keith Longdon – Nottinghamshire County Council - **A**

Councillor Debbie Mason – Rushcliffe Borough Council

Bob Vaughan-Newton – Independent Member

OFFICERS PRESENT

Keith Ford – Team Manager, Democratic Services) Nottinghamshire

Pete Barker – Democratic Services Officer) County Council
(Host Authority)

OTHERS PRESENT

Paddy Tipping – Police and Crime Commissioner (PCC)

Chief Constable Chris Eyre – Nottinghamshire Police

Chris Cutland – Deputy Police and Crime Commissioner (DPCC)

Kevin Dennis – Chief Executive, Office of PCC (OPCC)

Charlotte Radford – Chief Finance Officer, OPCC

Assistant Chief Constable (ACC) Simon Torr – Nottinghamshire Police

CHAIR

In the absence of the Chairman, the meeting was chaired by the Vice-Chairman, Christine Goldstraw OBE.

1. MINUTES OF LAST MEETING

The minutes of the meeting held on 2 February 2015, having been previously circulated, were agreed as a true and correct record and were confirmed and signed by the Chair.

2. APOLOGIES FOR ABSENCE

Apologies for absence were received from the Chairman and Councillors Campbell, Culley, Gilfoyle, Handley and Longdon.

3. DECLARATIONS OF INTERESTS

None.

4. WORK PROGRAMME

During discussions the following points were raised:

- The Panel expressed concern at the number and length of reports on the agenda which must have been costly to produce and were time consuming to read. It was agreed that a separate meeting would be convened to discuss the type and form of information required by the Panel.
- Keith Ford drew Members' attention to the likely effects of the forthcoming local elections and the general election and the need to review the balanced membership as well as taking in to account any potential changes to the role of the Panel. Also, the tenure of some independent members was coming to an end in June. Work around these areas would need to start some time after the elections on 7th May.
- Kevin Dennis pointed out that the Commissioner's Annual Report should be listed in the Work Programme for the June meeting. This would be a lengthy report that would probably provoke much discussion. Concern was expressed that the agenda for the June meeting was already looking quite long and that the agenda may have to be amended.

RESOLVED 2015/010

- 1) That the type and form of information required by the Panel be further clarified with the Commissioner's Office.**
- 2) That the work programme be noted and updated in line with Members' suggestions as appropriate.**

5. UPDATE ON OPERATION DAYBREAK AND OPERATION XERES

The Vice Chair thanked the Commissioner and the Chief Constable for the updates but queried whether it was appropriate for the Panel to receive such detailed information regarding operational matters and suggested that the topics should be included as part of the Work Programme or the Commissioner's Update report. The Vice Chair was concerned to avoid any actions by the Panel which may hinder an ongoing inquiry. The Commissioner replied that he was happy to report in whatever form the Panel required, but that as in some quarters a cover up in this area is

suspected this can be countered by producing a separate report for the Panel which is available to a wide audience.

The Commissioner explained that there had been problems in the past with colleagues at the City Council, the County Council and the Police working together but if a problem was now encountered he was determined it be resolved quickly. The Commissioner confirmed that the Crown Prosecution Service (CPS) had reached a decision and two more people now faced charges for serious sexual offences. The update report made clear that the more publicity given to this area the higher the number of victims who come forward, this was a positive outcome and the Commissioner believed that victims should be encouraged to come forward.

The Chief Constable confirmed that no information submitted to the Panel would hinder any current investigation and that there would be no compromise in supporting the victims. The Force liaises with colleagues in health and social care as victims are still vulnerable. The work in these inquiries is slow and complex for a number of reasons. The allegations range from those of a serious nature to those of a low level. Some chastisement was allowed in the past as the law existed at that time. There was not the requirement to retain records for the periods that are now required. After periods of between thirty to fifty years people's memories are not perfect. Two inquiries are being run so that the operation of the cases is kept clear. Operation Hydrant ensures information is shared with other Forces, the NSPCC and the Home Office. This is particularly important as carers, as well as children, moved between homes.

The Chief Constable confirmed that the Force's approach had been scrutinised externally three times by Operation Yew Tree, Leicestershire Police and by the Police College. In terms of procedure the legal advice is unequivocal. The judicial process must be completed before any Independent Review can be undertaken as with the similar example of the Leveson Inquiry.

In response to issues raised by Members, the following points were clarified:-

- The Chief Constable confirmed that though competing priorities and resources would always be a problem, officers with the appropriate skills were working in this area. The Commissioner confirmed that the budget was fixed and that resources are transferred from other areas which can take time.

RESOLVED 2015/011

That the Panel notes the update by the Police and Crime Commissioner and the current position.

6. POLICE AND CRIME COMMISSIONER'S UPDATE REPORT

The Commissioner introduced the report and pointed out that the crime figures in the report are not yet complete. Overall recorded crime is up 5.8% in Notts with some areas showing an increase and some showing a decrease. The incidence of rape has increased by 79% and there has been an increase of 68% in sexual offences. However, as discussed previously, much of this can be explained by the changes in recording practices and the Commissioner stated that the reality was different to what the figures may suggest. In terms of the final budget out-turn position the Commissioner confirmed that although the final figures were not quite in, the

demanding and challenging target of reducing expenditure by £12.7m had been missed by £2m. This would have a knock on effect on the £12m savings required for the financial year 2015/16 and use would need to be made of reserves. Following the General Election the Commissioner anticipated that the next Comprehensive Spending Review would require the Force to achieve savings of 5% per annum for each of the three years to 2019/20.

During discussions the following points were raised:

- Disappointment was expressed by members of the Panel that the savings target had been missed by £2m, though the Commissioner pointed out that this likelihood had been regularly reported to the panel previously. Progress on reviewing the Force's estate has not been as swift as was hoped and the requirement to work regionally means progress can only be made at the pace of the slowest partner.
- The Panel queried why there had not been any further information forthcoming regarding the incident where a firearm had been discharged during a school visit to Police HQ. The Commissioner explained that the Chief Constable had reported the incident to the IPCC promptly and that their response was still outstanding.
- The success of Operation Packhouse in Hucknall was welcomed but concern was expressed that the names of some other operations were obscure and a plea was made for the names to be in more everyday language. The Chief Constable explained that the names of operations were generated randomly to avoid any operation being given a pejorative label.
- Members stated that it would be useful if information about other Force's sickness levels was available so that comparisons could be made. The Commissioner confirmed that minimising sickness levels had been made a priority in Notts and that the levels were amongst the lowest in the country.
- Some Panel members work with community groups and access various grants to purchase cycle equipment in an attempt to reduce casualties. Unfortunately community groups have to pay VAT at a rate of 20% which they cannot claim back, unlike the Force which is able to. The Commissioner stated that the Force also supplies such equipment, funded by the camera safety partnership, and as a result incidents have been reduced by 20% in this area. A draft report on the topic is imminent and the Commissioner undertook to see whether any assistance to community groups could be made available.
- The Panel were concerned that although being recently assured of the opposite, the number of thefts from shops was actually increasing. The panel were concerned at the effectiveness of the Force's operations in this area. ACC Torr gave details of the successful work being undertaken in Mansfield. There is a need to roll out the Mansfield model further including sharing information about regular offenders and the organised gangs who travel the UK to steal from shops as well as expanding the use of GPS tagging. There was also a balance to be struck by the retailers who wanted light and airy premises to encourage shoppers but which made theft easier. The area required constant attention as addicted offenders and those stealing to survive could be prolific.

- The Panel highlighted the poor levels of effective trials in the Magistrates' Courts, questioned whether the target should be higher than 50% and queried how performance compared with other areas. Overall it was felt that victims were not receiving justice. The Chief Constable agreed that performance in Magistrates' Courts was not as good as that in the Crown Court but that performance was improving. Nationally performance in both Magistrates' Courts and Crown Courts was not wide-ranging. The Deputy Commissioner agreed that the victims' experience needed to be looked at and stated that the Victims' Code did help with the quality of the process. The Commissioner stated that targets were only effective if locally owned and set and must be realistic. The present targets would be increased incrementally. The system is quite dysfunctional at the moment and there is a need for management to be integrated.
- The Panel asked for an update with the progress of the A19 Industrial Tribunal and whether potential outcomes had been budgeted for. The Commissioner confirmed that the Appeal had been heard but that the Chair had reserved judgement. A verdict is expected in the summer. £3.5m had been put into the budget but this was unlikely to be sufficient if the Appeal was lost. Discussions were ongoing with the Home office as to a possible grant if the Appeal is lost.

RESOLVED 2015/012

That the Panel note the contents of this update report.

7a and 7b. ALCOHOL AND DRUGS UPDATES

The Commissioner introduced the report and drew attention to the large amount of partnership working that was taking place. ACC Torr spoke about the Community Alcohol Partnerships in Bassetlaw and Mansfield and the fact that it had been possible to attract funding from private companies to be spent on vulnerable groups, for example women at night. The Local Alcohol Action Areas (LAAA) in the City and County were part of a national initiative due to finish in March 2015. However, good progress has been made and partners are keen that the initiative is continued. Several night clubs have been closed as a result of their not keeping people safe, though this will remain a problem as the demand for alcohol continues. A range of measures is needed to counter the problems.

During discussions the following points were raised:

- The effectiveness of the alcohol strategy in Rushcliffe was praised and Members asked whether the reporting system would remain the same in the future. ACC Torr agreed that it would be beneficial for all concerned if it did but there were no guarantees. There is now a much larger range of incidents which must be defined as crimes, this is not always helpful but it does mean there is a consistency and to have a record of all past incidents is useful if conditions become more serious within a family.
- The Panel asked whether the Force was aware of the different view that some emerging communities have towards alcohol and ACC Torr replied that this was the type of issue that the Alcohol Community Partnership was designed to tackle.

- The 'Inn Keeper' IT system was praised and the Panel asked whether there were any plans for its use to be expanded through the Force. ACC Torr replied it was hoped that this could happen.

RESOLVED 2015/013

That the Panel notes the contents of the reports.

8a. PARTNERSHIP PREVENTING DEMAND STRATEGY 2014 -17

The Deputy Commissioner introduced the report which summarises the work being undertaken across the County and the City and which is being led by Ian Waterfield. The aim is to reduce costs as well as minimise the impact of crime on victims. ACC Torr gave details of a pilot scheme in Sutton East where the focus is on streets and families where there is a high demand for the Force's services. ACC Torr also explained the concept of managing the town centre as a whole and highlighted the work being done in the area of mental health where the use of the triage cars was felt to be one of the best initiatives to have been adopted in Notts.

RESOLVED 2015/014

That Panel members note the report, the proposed direction of travel and the funding risks to the programme.

8b. STREET TRIAGE PROCESS

The Deputy Commissioner introduced the report and confirmed how supportive the OPCC was of this pilot initiative which was due to end in March 2016. The Commissioner thanked NHS colleagues for their valuable work in this area and confirmed that from April, children would not be held in cells and that from October those suffering solely from mental health problems would also not be held in cells.

RESOLVED 2015/015

That Panel members note the progress being made with this initiative.

9. CONSULTATION AND ENGAGEMENT REPORT

The Deputy Commissioner introduced the report which detailed a range of initiatives and included the following: the need to keep the website up to date; the use of questionnaires and focus groups among other methods, during the budget consultation period; the holding of events and conferences to raise public awareness and to allow partners to contribute; the use of volunteers as 'mystery shoppers' who went into stations, checked the website, and tasted the food given to those in cells; the need to reply to all correspondence and the use of social media. Overall the Deputy Commissioner thought the OPCC had a good idea of what the public wanted.

As a result of discussions the following point was raised:

- A 6 monthly progress report would be brought to the meeting in June as part of the Annual Report. This would contain details of the work undertaken as a result of setting up the 'Task and Finish' group which developed proposals designed to improve public engagement.

RESOLVED 2015/016

- 1) That the Police and Crime Panel discuss and note the Nottinghamshire Police and Crime engagement and consultation activities which have informed the Police and Crime Needs Assessment and prioritisation of policing and community safety in the refreshed Police and Crime Plan 2015-18.**
- 2) That the refreshed Police and Crime Plan 2015-18 report due to go to the meeting of the Panel in June, contain a 6 monthly update on the work resulting from the setting up of the 'Task and Finish' group.**

10. COMPLAINTS UPDATE

Keith Ford introduced the report and confirmed that two out of the three complaints received did not fall into the remit of the Panel's complaint procedure. No action was planned regarding the third complaint relating to historical abuse so as not to prejudice the ongoing police operation or any future independent review. Mr Ford underlined that the issue had been passed to the Independent Police Complaints Commission (IPCC) on the basis of transparency and a response from the IPCC was awaited.

RESOLVED 2015/017

That the Police and Crime Panel note details of the complaints received in respect of the Police and Crime Commissioner and his Deputy since April 2014.

11. DATES OF FUTURE MEETINGS

RESOLVED 2015/018

That the dates of future meetings as follows be noted:

- Monday 15 June 2015 – 2pm – Annual Meeting
- Monday 7 September 2015 – 2pm
- Monday 2 November 2015 – 2pm
- Monday 7 December 2015 – 2pm
- Monday 1 February 2016 - 2.00pm
- Monday 18 April 2016 – 2.00pm
- Monday 6 June 2016 – 2.00pm – Annual Meeting

(Members' Budget Workshop/s - Friday 22 January 2016 -10.00am and/or Wednesday 27 January 2016 – 10.00am)

The meeting closed at 3.30pm

CHAIRMAN

April 2015

RULES OF PROCEDURE

Purpose of the Report

1. To inform Members of the Nottinghamshire Police and Crime Panel's ("**Panel**") Rules of Procedure.

Information and Advice

2. The Rules of Procedure, as set out in the appendix to this Report, were agreed by the Panel at its first meeting on 19 October 2012.

Other Options Considered

3. None.

Reason/s for Recommendation/s

4. To ensure new Members are aware of the Panel's Rules of Procedure.

RECOMMENDATION/S

- 1) To note the Panel's Rules of Procedure as set out in the appendix to this report.

Background Papers and Published Documents

- 1) Police Reform and Social Responsibility Act 2011 (published)
- 2) Report to the Police and Crime Panel – 19 October 2012 and minutes of that meeting.

For any enquiries about this report please contact:

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

APPENDIX
RULES OF PROCEDURE

PART A – RULES OF THE PANEL MEETING

1. Chairman of the Police and Crime Panel

- 1.1. The Chairman and Vice Chairman of the Police and Crime Panel (“Panel”) will be appointed in June or at the first meeting of the Panel following the appointment of members by constituent councils. The Chairman and Vice-Chairman will be drawn from amongst the Panel members.
- 1.2. In the event of the resignation of the Chairman or Vice-Chairman, a new appointment will be made from amongst the Panel members.
- 1.3. The Chairman or Vice-Chairman may be removed by a resolution of the Panel and in that event a new appointment will be made from amongst the Panel members.
- 1.4. The Panel will elect a person to chair a meeting if the Chairman and Vice-Chairman are not present.

2. Meetings of the Police and Crime Panel

- 2.1. There will be a minimum of four ordinary meetings of the Panel held in public in each year to carry out the functions of the Panel. In addition, extraordinary meetings may be called from time to time.
- 2.2. An extraordinary meeting may be called by the Chairman or by four members of the Panel.
- 2.3. An extraordinary meeting may also be called by the Proper Officer of the host authority.
- 2.4. Ordinary meetings will take place in accordance with a programme decided by the Panel, and will start at the time decided by the Panel.

3. Notice of meetings

- 3.1. At least five clear working days’ notice of all Panel meetings will be given.

4. Minimum attendance (Quorum)

- 4.1. A meeting of the Panel cannot take place unless three Members are present.

- 4.2. Substitute councillor members from the same authority may attend a meeting in place of the relevant councillor members of the Panel that are unable to attend that meeting. Details of any substitutions must be notified to Democratic Services at the host authority no later than 3.30pm on the working day before the relevant meeting.
- 4.3. Details of any changes in authority representation must be notified to Democratic Services at the host authority no later than 3.30pm on the working day before the relevant meeting.

5. Work programme

- 5.1. The Panel will be responsible for setting its own work programme.
- 5.2. The work programme must reflect the responsibilities set out in the terms of reference for the Panel as appropriate.

6. Agenda items

- 6.1. Any member of the Panel will be entitled to give notice to the Proper Officer of the host authority that they wish an item relevant to the functions of the Panel to be included on the agenda for the next available meeting.
- 6.2. The Panel's agenda will be issued to Panel Members at least five clear working days before the meeting. It will also be published on the host authority's website and by sending copies to each of the member authorities.

7. Order of Business

- 7.1. The order of business can be varied at the discretion of the Chairman.

8. Declarations of Interest

- 8.1. Where any Panel Member has an interest in any matter to be discussed or decided, they will, in accordance with their authority's code of conduct (in the case of co-opted independent members, the host authority's Councillor Code of Conduct), declare the existence and nature of that interest and whether the interest is Disclosable Pecuniary Interest. Any declaration of interest will be recorded in the minutes of the meeting.
- 8.2. Where any Panel Member has declared a Disclosable Pecuniary Interest in any matter, they will leave the room in which the meeting is being held while the matter is under consideration unless:
 - a) they have been granted a dispensation in accordance with the host authority's procedures; or

- b) the matter is only under consideration by the meeting as part of a report of the Minutes of a committee or sub-committee and is not itself the subject of debate.
- 8.3. If the Panel Member has chosen to remain within easy reach, that Panel Member will be recalled by an appropriate member of staff before any further business is started.
- 8.4. Any person or member of staff who is appointed to do anything in connection with the Panel which enables them to speak at meetings, will make the same disclosures of interests and will withdraw from the room in which the meeting is being held on the same occasions as they would have to do if they were a Panel Member.

9. The Rules of Debate

- 9.1. If a Panel Member wishes to speak they should indicate their intention by raising their hand.
- 9.2. The Chairman will decide the order in which speakers will be heard. Any Panel Member who wishes to speak will be given the opportunity to do so unless any of the exceptions contained in these rules of debate apply.
- 9.3. Panel Members must speak strictly to the subject under discussion.
- 9.4. Any Panel Member may at anytime during a meeting request that the meeting be adjourned for up to one hour. The Chairman of the meeting has discretion to decide whether to agree the request and, if agreed, to determine the length of any such adjournment.
- 9.5. At any time during the meeting the Chairman can adjourn the meeting.

10. Amendments to Recommendations and Motions

- 10.1. Amendments to a motion can be moved or seconded by any Panel Member to leave out words, to add words or both provided that such changes must not have the effect of reversing a proposal (for example to recommend approval instead of refusal) and must be relevant to the original motion.

11. Commissioner and officers giving account

- 11.1. The Panel may scrutinise and review decisions made or actions taken in connection with the Commissioner's role. As well as reviewing documentation, in fulfilling its scrutiny role it may require the Commissioner, and members of that Commissioner's staff, to attend before the Panel to answer any questions which appear to the Panel to be necessary in order to carry out its functions.

- 11.2. Where the Commissioner, or a member of his staff, is required to attend the Panel under this provision the Chairman will inform them in writing. The notice will state the nature of the item on which he or she is required to attend to give account and whether any papers are required for production for the Panel. Where it is necessary for the Commissioner to submit a report, sufficient time will be given to allow preparation.
- 11.3. Where, in exceptional circumstances, the Commissioner or their Deputy is unable to attend on the required date, then an alternative date for attendance may be arranged following consultation with the Chairman of the Panel.
- 11.4. On occasions where the Commissioner is required to attend, the Panel may also request the Chief Constable or their representative to attend the same meeting to answer any questions.

12. Sub-committees and task groups

- 12.1. Time limited task groups may be established from time to time by the Panel to undertake specific task based work.
- 12.2. Any special functions of the Panel under the Police Reform and Social Responsibility Act 2011 may not be discharged by a sub-committee or a task group. These include the following:
 - a) Scrutiny of Police and Crime Plan;
 - b) Scrutiny of annual report;
 - c) Review of senior appointments;
 - d) Issuing precepts;
 - e) Scrutiny of appointment of the Chief Constable.
- 12.3. A full project brief will be provided by the Panel for any such sub-committee or task group together with timescales for completion and reporting.

13. Voting

- 13.1. All Panel Members may vote in proceedings of the Panel. Voting will be by show of hands and by simple majority unless otherwise required.
- 13.2. Where there is an equal number of votes for and against a motion the Chairman can exercise a second or casting vote. In the event that the vote relates to the removal of the Chairman, the Vice-Chairman will have the casting vote.

- 13.3. Any Panel Member can require that the minutes of the meeting record how they voted on any decision taken.

14. Reports from the Police and Crime Panel

- 14.1. Where the Panel submits a report to the Commissioner, it will publish the report or recommendations.
- 14.2. The Commissioner must provide a response and the Panel may set a deadline for this. In providing a response the Commissioner must:
- a) consider the report or recommendations;
 - b) respond to the Panel indicating what (if any) action they propose to take;
 - c) publish the response.
- 14.3. The publication of reports or recommendations is subject to the exclusion of any exempt or confidential information as defined in the law on access to information.
- 14.4. If the Panel cannot unanimously agree on a final report to the Commissioner then members may request the submission of a separate report for consideration along with the majority report.
- 14.5. In its report the Panel will specify a deadline for a response from the Commissioner taking into account the circumstances.

15. Attendance by others

The Panel may invite anyone to address it, discuss issues of local concern and/or answer questions as it sees fit.

16. Disorderly conduct

- 16.1. In the event of a general disturbance which in the opinion of the Chairman makes business impossible, the Chairman, may adjourn the meeting for any period considered necessary and/or order that the public leave.

PART B – FUNCTIONS OF THE PANEL

17. Carrying out ‘special functions’

Further to the procedures outlined in paragraph 14 above there are additional requirements in relation to the special functions as set out below.

Police and Crime Plan

- 17.1. On receipt of the Commissioner’s draft Police and Crime Plan (or draft of any variation to it) the Panel must meet to review it and report or make recommendations to the Commissioner.

Annual report

- 17.2. As soon as possible after receipt of the Commissioner’s Annual Report the Panel must meet and the Commissioner will be required to attend to present the report and answer questions. The Panel will submit a report or recommendations on the annual report to the Commissioner.

Senior appointments

- 17.3. Where an appointment of the Chief Executive, Chief Finance Officer or Deputy Commissioner is being made by the Commissioner, the Panel will need to hold a confirmatory hearing. This will be held at the next available meeting of the Panel unless the appointment timescale requires an earlier hearing, in which case an extraordinary meeting will be arranged.
- 17.4. Confirmatory hearings will be held in public, where the candidate is requested to appear for the purpose of answering questions relating to the appointment. Following this hearing, the Panel submit a report to the Commissioner on the appointment including a recommendation as to whether or not the candidate should be appointed.

Chief Constable’s appointment

- 17.5. Where an appointment of the Chief Constable is being made by the Commissioner, the Panel will need to hold a confirmatory hearing. The Panel is required to hold a confirmation hearing within three weeks from the day on which it receives notification.
- 17.6. Confirmatory hearings will be held in public, where the candidate is requested to appear for the purpose of answering questions relating to the appointment. Following this hearing, the Panel submit a report to the Commissioner on the appointment including:

- a) a recommendation as to whether or not the candidate should be appointed; or
 - b) a statement that the Panel vetoes the appointment (this option must be supported by the required majority of at least two-thirds of the existing membership) with reasons.
- 17.7. If an appointment is vetoed the Commissioner may name a reserve candidate for appointment. Within three weeks of receiving any such notification the Panel will call another confirmatory hearing to review the proposed appointment. The Panel will submit a report to the Commissioner with a recommendation as to whether or not the candidate should be appointed. The Panel cannot veto the reserve candidate's appointment.

Appointment of an Acting Police and Crime Commissioner

- 17.8. The Panel must appoint a person to act as Commissioner if:
- a) no person holds the office of Commissioner;
 - b) the Commissioner is incapacitated, or
 - c) the Commissioner is suspended.
- 17.9. The Panel may appoint a person as Acting Commissioner only if the person is a member of the Commissioner's staff at the time of the appointment.
- 17.10. In appointing a person as Acting Commissioner in a case where the Commissioner is incapacitated, the Panel must have regard to any representations made by the Commissioner in relation to the appointment.
- 17.11. The appointment of an Acting Commissioner ceases to have effect when any of the following occurs:
- a) the election of a person as Commissioner;
 - b) the termination by the Panel of the appointment, or resignation of the Acting Commissioner;
 - c) where the Commissioner ceases to be incapacitated, or
 - d) where the Commissioner ceases to be suspended.

Proposed precept

- 17.12. By 1 February of each year the Commissioner will notify the Panel of their proposed precept for the forthcoming financial year (the proportion of

council tax levied for the Police Force). The Panel must review the proposed precept by 8 February and submit a report which may include recommendations as to the proposed precept.

- 17.13. In the event the Panel does not agree to the proposed precept, it may veto the proposed precept (by the required majority of at least two-thirds of the existing membership) and the report must include a statement to that effect
- 17.14. The Panel will require a response to the report and any recommendations.
- 17.15. If the proposed budget has been vetoed by the Panel the Commissioner will notify the Panel of the proposed revised precept by 15 February. By 22 February, the Panel will review the proposed revised precept and submit a further report to the Commissioner. The report may either support or reject the proposal and may make recommendations. The Panel cannot veto the revised precept.

18. Suspension of the Commissioner

- 18.1. The Panel may suspend the Commissioner if they have been charged in the United Kingdom, the Channel Islands or the Isle of Man with an offence which carries a maximum term of imprisonment exceeding two years. The suspension of the Commissioner ceases to have effect when any of the following occurs:
 - a) the charge being dropped;
 - b) the Commissioner being acquitted of the offence;
 - c) the Commissioner being convicted of the offence but not being disqualified by virtue of the conviction, or
 - d) the termination of the suspension by the Panel.

19. Suspension of the Chief Constable

- 19.1. The Commissioner must notify the Panel if they suspend the Chief Constable.

20. Removal of the Chief Constable

- 20.1. The Commissioner must notify the Panel of their proposal to call upon the Chief Constable to retire or resign together with reasons.
- 20.2. The Chief Constable has the opportunity to provide representations to the Commissioner. The Commissioner must consider any representations received and provide the Panel with a copy of these. Following this opportunity the Commissioner must notify the Panel accordingly (the

'further notification') if they still propose to call for retirement or resignation.

- 20.3. Within six weeks of receiving the further notification the Panel must make a recommendation to the Commissioner in respect of the proposal. Before making any recommendation the Panel may consult the Chief Inspector of Constabulary, and must hold a meeting ('the scrutiny hearing').
- 20.4. The scrutiny hearing is a private Panel meeting to which the Commissioner and Chief Constable are entitled to attend to make representations. Representation can be made in person, or via telephone or video link.
- 20.5. The Panel must make and publish a recommendation which the Commissioner must consider. The Commissioner must notify the Panel of their final decision.
- 20.6. The Commissioner may not call upon the Chief Constable to retire or resign until the end of this scrutiny process or six weeks from notification if the Panel has not made a recommendation by that time.
- 20.7. In calculating the six week period, the Commissioner's post-election period is ignored.

21. Complaints

- 21.1. Criminal and non-criminal complaints in relation to the Commissioner or other office holders should be dealt with and/or delegated in accordance with the relevant legislation and any procedure adopted by the Panel.

WORK PROGRAMME

Purpose of the Report

1. To give Members an opportunity to consider the work programme for the Panel and to suggest further topics for inclusion (**see appendix A**).
2. To note the forthcoming national Police and Crime Panel conference which is being hosted by Nottinghamshire County Council at County Hall on Friday 3rd July 2015 – 10am – 4pm.
3. To consider holding a Members' Workshop in early October 2015 to consider emerging national Police and Crime issues.

Information and Advice

4. The work programme is intended to assist with the Panel's agenda management and forward planning. The draft programme will be updated and reviewed regularly in conjunction with the Chairman and Vice-Chairman of the Panel and is subject to detailed discussion with the Police and Crime Commissioner and the Chief Constable.
5. The work programme has been updated to include specific focus on each of the seven Strategic Priority Themes included in the Police and Crime Plan at each meeting of the Panel (except the February meeting at which the precept and budget is considered). It is proposed to focus on a single Priority Theme at each meeting (rather than two as previously) to give more time for Members to explore the specific issues in each theme.
6. Following the success of last year's national Police and Crime Panel conference, Nottinghamshire has been asked to host this year's event which is again being organised by Frontline Consultancy. As the host authority, a number of free places are reserved for Nottinghamshire's Panel Members and further additional places can also be funded through the Members' Expenses budget. So far three Members have expressed an interest in attending and other Members are asked to contact Keith Ford if they would like to reserve a place.
7. There are a number of issues emerging nationally around the Police and Crime agenda. There are likely to be issues raised in the Queen's Speech and national reports on funding are also anticipated. It has therefore been suggested that it could be helpful to hold a Members' Workshop in early October, with relevant input from the Commissioner's Office, to look at the latest national Policing Governance and funding proposals. The workshop could also offer an opportunity to share any information known at that stage about the PCC election process for May 2016

Other Options Considered

8. All Members of the Panel are able to suggest items for possible inclusion in the work programme. The Work Programme has been updated following discussions around the Commissioner's update report at the last meeting. The regular standing items and statutory requirements have also been scheduled into the proposed meeting timetable.

Reasons for Recommendation/s

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

RECOMMENDATION/S

- 1) That the work programme be noted and updated in line with Members' suggestions as appropriate.
- 2) That Members confirm their interest in attending the national Police and Crime Panel Conference to be held at County Hall on Friday 3rd July 2015.
- 3) That the Panel considers the benefits of holding a Members' Workshop in early October to consider national Policing Governance and funding issues.

Background Papers and Published Documents

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

For any enquiries about this report please contact:-

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Nottinghamshire Police and Crime Panel**Work Programme (as at 3 June 2015)**

<u>Agenda Item</u>	<u>Brief Summary</u>
7 September 2015 – 2.00pm	
Consultation & Engagement Strategy.	To seek the Panel's input into the Commissioner's refreshed Consultation & Engagement Strategy.
Transforming Rehabilitation – further update from the Community Rehabilitation Company (TBC)	Further to the update presented to the Panel in January 2015.
Police and Crime Commissioner's update, including Budget and Efficiency Programme update, details of decisions taken and overview of Force Performance).	The Panel will review and scrutinise any decisions and other actions taken by the Commissioner on an ongoing basis. The Panel will also consider the Commissioner's response to the key performance and financial issues within the Force.
Designing the Future	Update on the new model of policing.
Complaints update	Regular update on any complaints received against the Police and Crime Commissioner or Deputy Police and Crime Commissioner.
Specific focus on one of the Police and Crime Plan Strategic Priority Themes.	Panel to consider specific elements of a Priority Theme (to be confirmed)
2 November 2015 – 2.00pm	
Police and Crime Commissioner's update, including Budget and Efficiency Programme update, details of decisions taken and overview of Force Performance).	The Panel will review and scrutinise any decisions and other actions taken by the Commissioner on an ongoing basis. The Panel will also consider the Commissioner's response to the key performance and financial issues within the Force.
Complaints update	Regular update on any complaints received against the Police and Crime Commissioner or Deputy Police and Crime Commissioner.
Specific focus on one of the Police and Crime Plan Strategic Priority Themes.	Panel to consider specific elements of a Priority Theme (to be confirmed)

<u>Agenda Item</u>	<u>Brief Summary</u>
7 December 2015 – 2.00pm	
Police and Crime Commissioner's update, including Budget and Efficiency Programme update, details of decisions taken and overview of Force Performance).	The Panel will review and scrutinise any decisions and other actions taken by the Commissioner on an ongoing basis. The Panel will also consider the Commissioner's response to the key performance and financial issues within the Force.
Complaints update	Regular update on any complaints received against the Police and Crime Commissioner or Deputy Police and Crime Commissioner.
Specific focus on one of the Police and Crime Plan Strategic Priority Themes.	Panel to consider specific elements of a Priority Theme (to be confirmed)
Consultation Events and Complaints Received	Six monthly update on the Commissioner's consultation events and complaints received by the Office of the Police and Crime Commissioner (as agreed at the 5 January 2015 Panel meeting).
1 February 2016 – 2.00pm	
Police and Crime Commissioner's update, including Budget and Efficiency Programme update, details of decisions taken and overview of Force Performance).	The Panel will review and scrutinise any decisions and other actions taken by the Commissioner on an ongoing basis. The Panel will also consider the Commissioner's response to the key performance and financial issues within the Force.
Police and Crime Plan 2014-18 Refresh	To seek the Panel's views on the draft refreshed Police and Crime Plan.
Complaints update	Regular update on any complaints received against the Police and Crime Commissioner or Deputy Police and Crime Commissioner.
18 April 2016 – 2.00pm	
Police and Crime Commissioner's update, including Budget and Efficiency Programme update, details of decisions taken and overview of Force Performance).	The Panel will review and scrutinise any decisions and other actions taken by the Commissioner on an ongoing basis. The Panel will also consider the Commissioner's response to the key performance and financial issues within the Force.
Complaints update	Regular update on any complaints received against the Police and Crime Commissioner or Deputy Police and Crime Commissioner.
Specific focus on one of the Police and Crime Plan Strategic	Panel to consider specific elements of a Priority Theme (to be confirmed)

<u>Agenda Item</u>	<u>Brief Summary</u>
Priority Themes.	
6 June 2016 – 2.00pm	
Appointment of Chairman and Vice-Chairman	To appoint the Chairman and Vice-Chairman of the Panel for the 2016/17 year.
Review of Balanced Appointment Objective.	<p>The Panel will review its membership to see whether any actions are required in order to meet the requirements for:-</p> <ul style="list-style-type: none"> • the membership to represent all parts of the police force area and be politically balanced; and • members to have the skills, knowledge and experience necessary. <p>The terms of office for independent Members will also be reviewed where applicable.</p>
Police and Crime Commissioner's update, including Budget and Efficiency Programme update, details of decisions taken and overview of Force Performance).	The Panel will review and scrutinise any decisions and other actions taken by the Commissioner on an ongoing basis. The Panel will also consider the Commissioner's response to the key performance and financial issues within the Force.
Complaints update	Regular update on any complaints received against the Police and Crime Commissioner or Deputy Police and Crime Commissioner.
Specific focus on one of the Police and Crime Plan Strategic Priority Themes.	Panel to consider specific elements of a Priority Theme (to be confirmed)
Consultation Events and Complaints Received	Six monthly update on the Commissioner's consultation events and complaints received by the Office of the Police and Crime Commissioner (as agreed at the 5 January 2015 Panel meeting).

**REVIEW OF MEMBERSHIP – BALANCED APPOINTMENT
OBJECTIVE**

Purpose of the Report

1. To consider the Panel's membership and any changes required to meet the balanced appointment objective as required by legislation.

Information and Advice

2. The Police and Social Responsibility Act 2011 specifies that Police and Crime Panels must represent all parts of the police force area, be politically balanced and that members should have the skills, knowledge and experience necessary.
3. The Panel needs to review its membership at its Annual Meeting in June (or following elections which may have affected the Panel's political balance).

Elected members and proportional representation

4. The recent local elections have seen some changes in control and the overall numbers of seats held by the various political groups across the County (there has also been a reduction in seats due to boundary reviews completed for some of the District Councils).
5. Legislation stipulates that Police and Crime Panels must represent all parts of the relevant area, be politically balanced and have a membership that has the necessary skills, knowledge and experience.
6. Following the establishment of the Police and Crime Panel in 2012 the City Council agreed to offer one of its two additional co-opted places to a Conservative Member to help achieve overall political balance across the City and County. The Panel also agreed to offer the County Council Liberal Democrat Group a co-opted place on the Panel to ensure overall political balance.
7. Similarly, following the elections in May 2013, the Panel also agreed to offer the County Council's Conservative Group a co-opted place to maintain overall political balance.
8. The panel membership for 2014/15 was:-

Ashfield District Council (1); Bassetlaw District Council (1); Broxtowe Borough Council (1); Gedling Borough Council (1); Mansfield District Council (1); Newark & Sherwood District Council (1); Nottingham City Council (2 & 2 co-optees); Nottinghamshire County Council (1 & 2 co-optees); Rushcliffe Borough Council (1), plus 4 Independent Member co-optees.

9. The overall political balance has been recalculated following the recent election results, including the changes in control at Broxtowe Borough Council and Newark & Sherwood District Council.
10. The City Council has nominated four Labour members to take the two places and two additional co-opted places it is entitled to. Therefore it is proposed that a minimum of 8 Labour seats should be made available on the Panel. To enable overall political balance, the following ratio of seats is proposed:-

<u>Cllr Seats</u>	<u>Labour</u>	<u>Conservative</u>	<u>Lib Dems</u>	<u>Independent</u>
15	8	5	1	1

11. To achieve this ratio, the Panel would need to co-opt a further Conservative member. In line with the Panel Arrangements, any proposal to increase the number of co-options for elected members requires the unanimous agreement of the Panel and will be subject to the agreement of the Secretary of State.
12. There is a legislative requirement to nominate any elected mayor to be a Member of the Panel and therefore the new Mayor of Mansfield, Kate Allsop (Mansfield Independent Forum) has been appointed in place of the former Mayor, Tony Egginton.
13. Following the change in control at Broxtowe Borough Council, the ruling Conservative Group will be nominating a member in place of Councillor Pat Lally (this nomination will be confirmed ahead of the meeting).
14. There have also been some further changes to representation on the Panel made by the relevant Councils. These are as follows:-
 - i. Councillor Tony Roberts has replaced Councillor Bruce Laughton as the Newark & Sherwood District Council representative;
 - ii. Councillors Jon Collins and Linda Woodings have replaced Councillors Georgina Culley and Rosemary Healy as two of the City Council's representatives;
 - iii. Councillor Cheryl Butler, the new Leader of Ashfield District Council, has replaced Councillor Chris Baron as that Council's representative.

Independent Members

15. Each Police and Crime Panel is required to co-opt at least two independent members. The Panel previously agreed a proposal arising from the Nottinghamshire Leaders Group that appointments should be sought from local Magistrates and Nottinghamshire Probation Trust as a means of bringing in relevant knowledge from those areas. Those Panel Members were reappointed for a further two years at the Panel meeting of 24 June 2013 and therefore their term of office is due to expire after today's meeting.

16. The Panel subsequently co-opted a further two independent members in October 2013 in order to capture a more diverse range of skills and experience. Their terms of office are due to expire after the September 2015 meeting.
17. In order to retain the existing knowledge, to ensure greater continuity of membership (in light of the various changes to the elected member representation) and to help the Panel's membership reflect the communities it serves, it is proposed that the term of office of all four Independent co-optees be extended to June 2017.
18. The Panel Arrangements allow for this approach to be taken, with no limit on the total number of years an Independent member may be asked to serve.

Other Options Considered

19. In enabling each Council's leading group to be represented appropriately on the Panel, there is no alternative means of achieving overall political balance than to seek a further co-option.
20. The Panel could choose to seek new Independent members but this would lose a great deal of knowledge and experience at a time when there have been a number of changes amongst the Panel's elected members.

Reason/s for Recommendation/s

21. To enable the Panel to continue to meet the balanced appointment objective to the best of its ability.

RECOMMENDATIONS

- 1) That the Panel seeks Secretary of State approval for a further co-option of a Conservative elected member to enable continued political balance across the overall area of the Panel;
- 2) That subject to Secretary of State approval, the Panel agrees which Authority should be approached to provide the additional Conservative member;
- 3) That the Panel agrees to re-appoint the four existing Independent members until June 2017.

Background Papers and Published Documents

- 1) Police Reform and Social Responsibility Act 2011 (published)
- 2) Nottinghamshire Police and Crime Panel's Panel Arrangements (published)
- 3) Minutes of the Police and Crime Panel meetings of 24 June 2013, 30 October 2013 and 16 December 2013.
- 4) Political Balance calculations

For any enquiries about this report please contact:

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For Consideration	
Public/Non Public*	Public
Report to:	Police and Crime Panel
Date of Meeting:	15th June 2015
Report of:	Paddy Tipping Police Commissioner
Report Author:	Kevin Dennis
E-mail:	kevin.dennis@nottinghamshire.pnn.police.uk
Other Contacts:	Kevin Dennis
Agenda Item:	9

POLICE AND CRIME PLAN (2014-18): 12 MONTH MONITORING REPORT and COMMISSIONER'S ANNUAL REPORT

1. PURPOSE OF THE REPORT

- 1.1 The purpose of this report is to provide the Police and Crime Panel with his Annual Report (**Appendix A**) and a progress report on how the Commissioner delivered his refreshed Police and Crime Plan for 2014-18 (**Appendix B**).
- 1.2 The report identifies success measures and an outline of the activities that have been progressing across policing and community safety. These reports cover the time period 1 April to 31st March 2015. The previous 12 month progress report was tabled at the Panel's meeting on 28th April 2014.^a
- 1.3 The Commissioner's Annual Report provides a summary of performance and progress for each of the seven strategic themes and the Commissioner's six pledges.

2. RECOMMENDATIONS

- 2.1 That the Meeting discuss and note performance and progress made.
- 2.2 That the Meeting scrutinises performance against the strategic priority themes and activities set out in the Police and Crime Plan.
- 2.3 That Panel members identify issues for the Commissioner to take forward during the refresh of the Police and Crime Delivery Plan for 2015-18.

^a

3. REASONS FOR RECOMMENDATIONS

- 3.1 The Police Reform and Social Responsibility (PR&SR) Act 2011 places a statutory duty on the Commissioner to publish a Police and Crime Plan for their policing area. Section 5(1) of the PR&SR Act 2011 requires the Commissioner to 'issue a Police and Crime Plan within the financial year in which each ordinary election is held'. For the first Police and Crime Plan this meant no later than 31st March 2013.^b
- 3.2 The twelve monthly monitoring report and Annual Report provide an overview of the delivery of the actions against the Commissioner's pledges, seven strategic priority themes, activities, performance and commissioning of grants. It incorporates agreed activities identified following the joint strategic partnership assessment of 2013-14.

4. Summary of Key Points

- 4.1 Since taking up the new role of Commissioner on the 22 November 2012, the Commissioner and his Deputy Commissioner have worked closely with the Force, partners, stakeholders and the public to create a Police and Crime Plan (the Plan)^c which is refreshed annually to reflect the views and interests of everyone living and working in Nottingham and Nottinghamshire.
- 4.2 On 2nd February 2015 Panel members were presented with the Commissioner's draft [Police and Crime Plan](#) refreshed for 2015-18.
- 4.3 The 2015-18 Plan came into effect on the 1 April 2015 and set out the strategic priority themes and activities of the Commissioner for policing and community safety across Nottingham and Nottinghamshire. The Plan took forward the Commissioner's Manifesto pledges and seven strategic priority themes underpinned by activities, performance measures and commissioned grants.
- 4.4 **Appendix A** provides a Table summarising the progress and achievements of the Commissioner's pledges and success toward his seven strategic themes. Members are reminded that more detailed information has already been reported in previous reports to the Panel. It can be seen that 89.4% (76) of all activities supporting last year's plan have been rated green.^d Only 1.2% (1) have been rated red.^e
- 4.5 The Annual Report (**Appendix B**) details progress in respect of the Commissioner's election pledges, performance against his Police and Crime Plan targets/objectives and a summary of the various activities undertaken by Police, Partners and the community to make Nottinghamshire a safer place to live, visit and work.

^b [Police Reform and Social Responsibility \(PR&SR\) Act 2011](#)

^c [Nottinghamshire Police and Crime Plan 2013-18](#)

^d Green Rating: Achieved or Adequate Progress being Made

^e Red Rating: Not Started or likely that it won't be achieved

4.6 Some key performance achievements being:

- a) 85.4% of victims of crime are completely, very or fairly satisfied with the service they have received from the police.
- b) 96.8% of victims and witnesses responding were satisfied or very satisfied with the services provided in Court.
- c) 60.4% of respondents agree that the Police and Council are dealing with local anti-social behaviour and other crime issues; this is higher than the 60% target.
- d) A key finding of the Respect for Nottingham 2014 Survey, conducted on behalf of the Nottingham Crime and Drugs Partnership, is that perception of ASB is at an all-time low.
- e) As of January 2015, 71.9% of Domestic Abuse victims were satisfied with the service they received.
- f) The number of non-crime related mental health patients detained in custody suites compared to 2013-14 shows a 52.5% reduction compared to last year.
- g) The Crown Court year-to-date (February 2015) recorded a conviction rate of 83.6%, markedly higher than the national average of 79.4% and in line with the region (82.9%).
- h) In terms of volume, the largest decreases (top 5) were Burglary Dwelling (-408, -9.1%), Theft from Person (-302, -19.8%), Possession of Drugs (-252, -8.4%), Theft of Motor Vehicle (-242, -17.3%), Bicycle Theft (-115, -5.1%).
- i) Despite the huge financial pressures, ASB has fallen 33.6% compared to the 2011-12 baseline which equates to 19,456 fewer incidents.
- j) There were 69 additional Confiscation and Forfeiture Orders compared to 2013-14, placing the Force 19.5% above target.
- k) The Force made efficiency savings of £9.497m.
- l) The latest 12 month rolling sickness data for the Force has shown that officer sickness reduced to 3.58% in March 2015 from 4.03% in March 2014. This represents a reduction of 11.14% over the past year.

4.7 Some key performance challenges are:

- a) The number of repeat victims of domestic violence increased by 85 offences during 2014-15 (+4.8%), with a 6.1% increase in the County, and a 2.9% increase in the City. The numbers of repeat victims of ASB has also increased (+9.1%).
- b) The Ineffective Trial Rate in the Crown Court increased from 15.3% in 2013-14 to 17.6% in 2014-15, this was despite a rise in the Effective Trial Rate from 46.5% last year-to-date to 47.8% this year-to-date which could be attributed to the 3.5% reduction in the Cracked Trial Rate.
- c) The Force has not met its overall reduction target, ending the year with an increase of 5.8%.
- d) In terms of volume, the largest increases (top 5) were Violence Without Injury (+1,463, +27.3%), Violence With Injury (+1,403, +17.2%), Sexual Offences (+793, +71.9%), Public Order Offences (+680, +39.7%) and Vehicle Interference (+598, 202.7%).

5. Financial Implications and Budget Provision

5.1 None - this is an information report.

6. Human Resources Implications

6.1 None - this is an information report.

7. Equality Implications

7.1 None

8. Risk Management

8.1 Risks to performance are identified in other reports.

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

9.1 This report provides Members with an update on progress in respect of the Police and Crime Plan for 2014-18 and the Commissioner's Annual Report.

10. Changes in Legislation or other Legal Considerations

10.1 None which affects the content of this report.

11. Details of outcome of consultation

11.1 This annual report draws together performance and activity already consulted on reports tabled at the Police and Crime Panel on 20 April 2015. The Chief Constable and Deputy Chief Constable will be sent a copy of the Annual Report for comment.

12. Appendices

- A. Table detailing the progress and achievements of the Commissioner's pledges and success toward his seven strategic themes.
- B. Commissioner's Annual Report (2014-18)

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

- Refreshed Police and Crime Plan 2015-2018 (published)

For any enquiries about this report please contact:

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Nottinghamshire Police and Crime Commissioner's

Third Annual Report

2014 – 2015

Table of Contents

Message from the Commissioner.....	1
Introduction	3
Vision	3
Consultation and Engagement	3
Pledges	5
Police and Crime Panel.....	5
The Seven Strategic Themes.....	5
Theme 1: Protect, support and respond to victims, witnesses and vulnerable people	6
Performance	6
Progress.....	7
Theme 2: Improve the efficiency, accessibility and effectiveness of the criminal justice process	9
Performance	9
Progress.....	10
Theme 3: Focus on those local areas and priority crimes that are most affected by crime and anti-social behaviour.....	11
Performance	11
Progress.....	13
Theme 4: Reduce the impact of drugs and alcohol on levels of crime and anti-social behaviour	15
Performance	15
Progress.....	16
Theme 5: Reduce the threat from organised crime.....	17
Performance	17
Progress.....	18
Theme 6: Prevention, early intervention and reduction in reoffending.....	19
Performance	19

Progress.....	19
Theme 7: Spending your money wisely	21
Performance	21
Progress.....	22
Custody Visiting Scheme	27
Performance	28
Progress.....	28
Animal Welfare Lay Visiting Scheme.....	29
Police Dog Pension Scheme	29
Performance	29
Progress.....	30
Mystery Shopper and Review of the 101 Non-emergency Telephone Number.....	30
Performance	30
Progress.....	31
Cost Comparison Office of the Police and Crime Commissioner	32
Summary Revenue Expenditure (2015-16)	32
HMIC Validation and Audit	34
RSM Tenon (Now Baker Tilley):.....	34
Completed HMIC Inspections:.....	35
APPENDIX A - CRIME REDUCTION PERFORMANCE BY CRIME TYPE (2014-15).....	38
APPENDIX B – CRIME REDUCTION PERFORMANCE BY AREA (2014-15)	39
APPENDIX C – PARTNERSHIP LOCALITY PROGRAMME	40
APPENDIX D – DEMAND FOR SERVICE	41
APPENDIX E – 2015-16 BUDGET (£m)	42

Message from the Commissioner

Like all public bodies, Nottinghamshire Police face a challenging financial climate. Over the past three years savings of £42million, a budget reduction of 20%, have been made. This year (2015-2016) savings of a further £11 million are planned.

It seems clear that following the Government Election, the new Government intends to continue to reduce public spending. The details will become clearer following the Budget on 7 July and, more importantly, the Comprehensive Spending Review announcements in late Autumn.

It is quite possible that the grant Nottinghamshire Police receives from Government will have reduced by 50% between 2010 and 2020. Less money means less everything and, as time goes on, it will mean fewer people to tackle crime. With 80% of our costs spent on people, and our falling budget likely to be halved by 2020, we will inevitably have fewer officers, PCSOs and support staff.

Just weeks ago, we reduced our Assistant Chief Constables from two to one in order to cut expenditure. What's more, the number of Chief Superintendents has fallen from 11 to four in recent years. I also will continue to drive down my Office's costs which, nonetheless, are already lower than those of the previous Police Authority and 8th lowest nationally.

It is clearly crucial that we continue to share what practices we can with local partnerships and regional forces. Changes to how we work are achieving cost efficiencies and service effectiveness. We are also developing a range of far-reaching activities to prevent crime and support victims. Although it will take time to reap their benefits and achieve the excellent performance I believe them to be capable of, I am heartened by their potential and their investment in a safer future.

The past year has also seen Nottinghamshire's growing regional collaboration – from back office services and operational support activities through to joint tackling of the most serious crimes in our region, including terrorism. Sharing expertise and facilities with our neighbouring forces, whether in forensics and ICT or major crime, increases our ability to protect the public. I have therefore taken every opportunity to explore and make best use of available funding by securing efficiencies through regional collaboration. I have chaired the national Association of Police and Crime Commissioners' strategic finance group, lobbying for a better financial deal for policing. And I have chaired the Regional PCC Board and the Regional Efficiency Board to ensure Nottinghamshire's strong presence in the region. I plan to do more along these lines in the future.

Innovation is vital but expensive in modern policing, so I was delighted to win a number of Home Office Innovation Funding bids worth several £million on behalf of Nottinghamshire and neighbouring forces. These awards include finance for body worn video to enhance evidence gathering such as in domestic violence cases; an integrated 'virtual courts system' across the East Midlands enabling substantial savings through fewer prisoner transfers; and a four-force Inter-operable Crime and Justice Platform to improve information-sharing and submission of evidence.

Another award across five forces enables DNA profiles to be returned in under 90 minutes without need of a skilled technician. We also won funding to address the impact of mental health on the criminal justice system from the point of first call; and to support a Nottinghamshire organisation's early interventions for children and families affected by child abuse. Funding was similarly granted to support the integration and innovation of public, private and voluntary sector providers' working practices to reduce and prevent crime, leading to reduced demand on services. This then allows more work to be done in areas of greatest need.

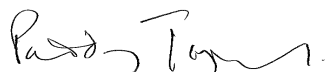
Long overdue advances in mental health issues will see people detained under the Mental Health Act no longer held in custody but found an appropriate place of care. In Nottinghamshire we had publicly committed with our partners to find an alternative solution to the use of police cells for children and adults detained in such circumstances by March 2015 and October 2015 respectively.

Other good news includes fewer house burglaries in this past year, satisfaction with the police has risen, and our compliancy with crime recording standards is one of the best in the country.

Looking ahead...I want an even greater focus on crime prevention, building on the work of the past year to reduce the demand on our resources. The County's Partnership Plus Areas scheme has proved highly positive for partnership working but the conclusion from the independent review that I led was that a new PPA neighbourhood model should be developed. Now underway, this focuses on community consultation, resident-led service delivery and a problem-solving strategy to crime and disorder for achieving sustainable change. Other initiatives gathering pace focus on alcohol misuse and domestic abuse, with results expected in the next 12 months.

In the last year I took over responsibility for victims' services, and I am determined to see victims' needs taking priority. My Deputy, Chris Cutland, who leads in this area on my behalf, is redesigning the way services are delivered to ensure that appropriate support is available when and where it is needed.

As we enter another challenging financial year, I am immensely grateful for the united determination of those who work in and with Nottinghamshire Police – both salaried and volunteers. I am confident that their combined efforts will do much to maximise our resources and help to keep the public safe from harm.



Paddy Tipping

**Nottinghamshire Police and Crime
Commissioner**



Chris Cutland

**Nottinghamshire Deputy Police and
Crime Commissioner**

Introduction

Since his election on 15 November 2012, the Commissioner has been working with the Deputy Commissioner to put into action the pledges made as part of his election campaign. These pledges are now commitments set out in his [Police and Crime Plan 2015-18](#) in accordance with the Police Reform and Social Responsibility Act 2011.

The Commissioner is required by law to produce an annual report and to share it with the Police and Crime Panel for consideration. He will publish his response to their comments and recommendations following the Panel's meeting in June 2015.

This report covers the financial year from April 2014 to March 2015, and highlights some of the key achievements made since he became the first Police and Crime Commissioner for Nottinghamshire.

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

The Police and Crime Plan is built on:

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

Vision

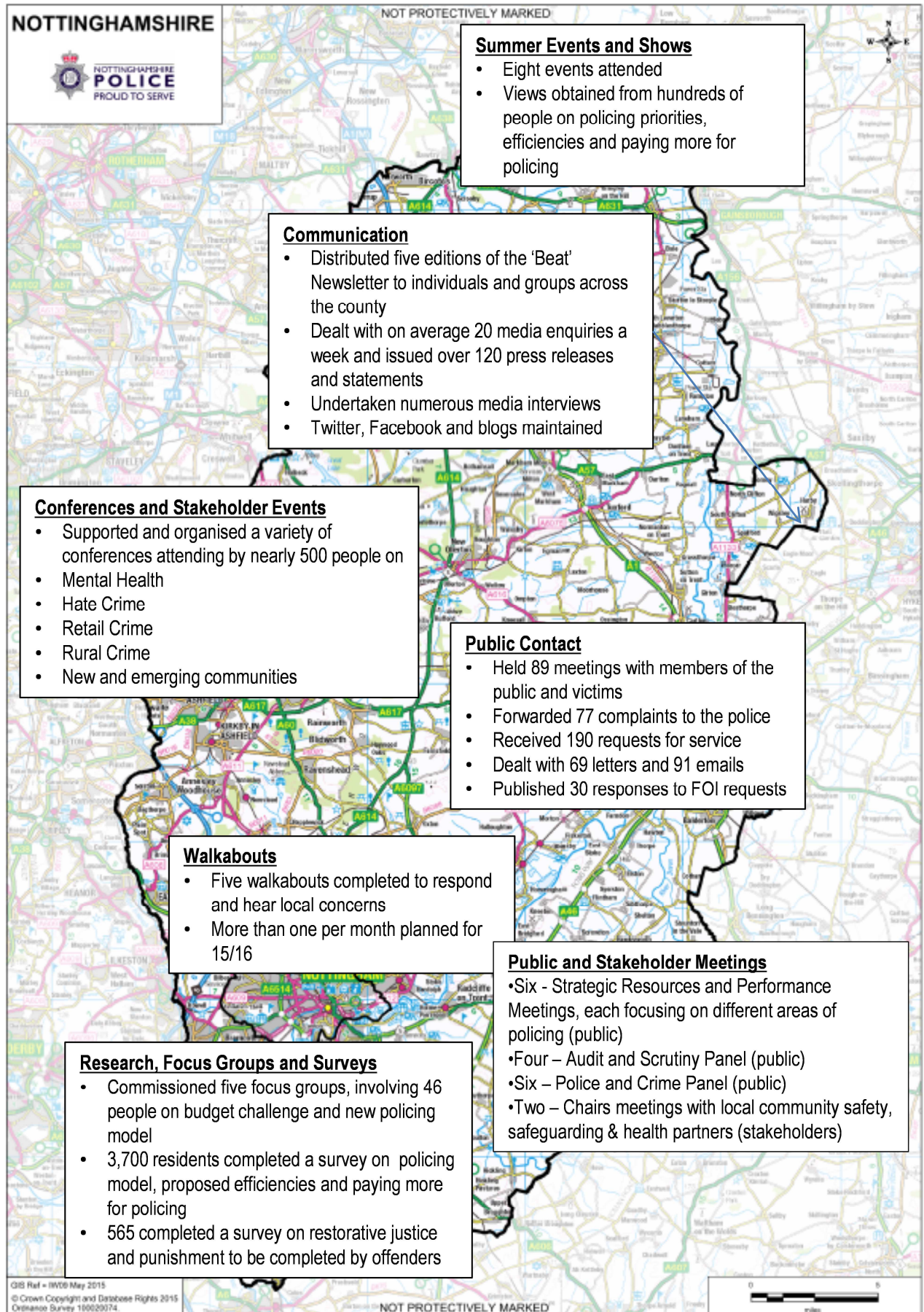
The Commissioner's vision is to be the 'People's Commissioner,' making himself available to individuals, victims of crime and communities and listening to their concerns. He has undertaken extensive consultation, giving his Police and Crime Plan a clear direction and path of action over the next three years. The focus of everything he and his Office does will be on: *"...giving victims and citizens a bigger voice in policing to achieve a safer Nottingham and Nottinghamshire"*.

Consultation and Engagement

The Commissioner and Deputy Commissioner have met and talked with numerous communities and individuals during the year at walkabouts, carnivals and festivals, and one-to-one meetings. The Commissioner is currently refreshing his Consultation and Engagement Strategy which will be launched in the summer of 2015, supported by a clear Charter and Delivery Plans across the Force and Partners.

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

Commissioner's Consultation and Engagement Map



Pledges

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

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

Police and Crime Panel

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

The Seven Strategic Themes

The Commissioner's Police and Crime Plan has seven Strategic Themes. This report details the end-of-year performance in respect of the Plan's targets (2014-15) and the range of activities supporting each strategic theme.

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

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

Currently, the Commissioner provides nearly £1.7m funding to the City-based Nottingham Crime and Drugs Partnership plus £1.3m in support of community safety in the County through the Safer Nottinghamshire Board (SNB).

He also provides £250,000 in grant support via the Community Safety Fund to third sector community organisations which share the objectives set out in the Police and Crime Plan. These include enhancing support for victims, increasing trust and

understanding between BME communities and the police, reducing anti-social behaviour, addressing the mental health needs of offenders and providing diversionary activity for people at risk of offending.

Details of [project funding in 2014-15](#) are listed on the Commissioner's web site.¹

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

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

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

Performance

- 85.4% of victims of crime are completely, very or fairly satisfied with the service they have received from the police.²
- 96.8% of victims and witnesses responding were satisfied or very satisfied with the services provided in Court.
- 60.4% of respondents agree that the Police and Council are dealing with local anti-social behaviour and other crime issues³; this is higher than the 60% target.
- A key finding of the Respect for Nottingham 2014 Survey, conducted on behalf of the Nottingham Crime and Drugs Partnership, is that perception of ASB is at an all-time low.
- As of January 2015, 71.9% of Domestic Abuse victims were satisfied with the service they received. In January 2014 it was 92.3%.
- The number of repeat victims of domestic abuse increased by 85 offences during 2014-15 (+4.8%), with a 6.1% increase in the County, and a 2.9% increase in the City. The largest increases were recorded in Bassetlaw (38.5%, 47 offences); City Central (8.9%, 16 offences) and Broxtowe (10.9%, 13 offences). Changes to recording practices, enhanced data quality and greater confidence in the Police may have contributed to the increases reported.
- The figures suggest that the overall number of domestic abuse incidents and crimes have fallen by 7% although due to the nature of reporting domestic abuse this may not be the whole picture.⁴

¹ <http://www.nottinghamshire.pcc.police.uk/Document-Library/Our-Money/Grants/2014-15-Community-Safety-Fund-Successful-Projects.pdf>

² Satisfaction for incidents in the 12 months to January 2015

³ This is based on 12 months interviews ending September 2014.

- The number of repeat hate crimes recorded during 2014-15 (+23.6%) rose by 13, taking the annual figure to 68, spread evenly between the two divisions.
- The number of repeat victims of ASB has increased (+9.1%) which is likely to be aligned with the overall increase in reporting of ASB. This is mirrored across both Divisions, with the City recording a 17.8% increase and County only 1.7%. The increase in City ASB incidents is identified as noise-related.
- There were 2.8% fewer KSI RTCs (killed or seriously injured road traffic collisions) in the calendar year to December 2014 due to three additional fatalities and 186 additional slight casualties. However, the Force is still on target to achieve a 40% reduction by 2020 with an overall reduction of 34.7% or 238.6 less KSI RTCs.
- The number of child casualties reduced by 27.9% (12) compared to 2014, helping to deliver a strong overall performance of 58.2% or 43.2 fewer casualties compared to the 2005-09 average.
- An operation to address the four most fatal driving offences (i.e. speeding, mobile phone use whilst driving, drink/drug driving and not wearing seatbelts) was carried out in late 2014, resulting in the detection of more than 6000 offences. The Christmas drink drive figures showed that the number of tests and arrests were down on 2013.
- The number of non-crime related mental health patients detained in custody suites compared to 2013-14 shows a 52.5% reduction.

Progress

Domestic Abuse

- New services include support for teenagers, additional support for women at medium risk and with complex needs, and a McKenzie Friend project. The Commissioner also secured additional Ministry of Justice (MoJ) funding to support delivery of healthy relationship programmes to female survivors of all ages and to pilot group therapeutic work.
- A county-wide [review of domestic violence services](#) has been published on the Commissioner's website ⁵ and a joint commissioning process with Nottinghamshire's Public Health unit is now underway to take the review's findings into account. A joint commissioning exercise is also taking place with Nottingham City Partners. The County's new service will be in place by 1 October 2015 and the City's by April 2016.
- The Commissioner has grant-funded a number of voluntary sector-led projects to improve support for young victims of crime. These include funding a City

⁴ Due to a tagging issue with domestic incidents this figure should be viewed with caution, as crimes are showing an 8% increase.

⁵ <http://www.nottinghamshire.pcc.police.uk/Document-Library/Our-Work/Domestic-Abuse/Nottinghamshire-Domestic-Abuse-Review.pdf>

and County-wide service to support teenage survivors of domestic abuse, counselling support for young victims of sexual violence, and group work with vulnerable young women. He has also funded an initiative to help professionals working with children to identify child sexual exploitation and a project to provide very vulnerable victims with intensive support.

The Joint Commissioning Group

- During 2014-15 the Deputy Commissioner, who leads on behalf of the Commissioner for domestic abuse and crimes against women, chaired the Joint Commissioning Group in Nottingham City, which is now developing a delivery framework based on outcomes. It will co-commission new, integrated domestic abuse and sexual violence support services from April 2016.
- The '[BREAKING BARRIERS](#)' report, funded by the Commissioner through the Nottinghamshire Ending Gang and Youth Violence Board, into gang-affected females in Nottingham, includes recommendations on how best to support gang-affected females.
- During 2014-15 the Commissioner maintained his 2013-14 investment in support services.

Victims Services

- A huge amount of effort has been invested in the improvement of the services available to victims of crime in Nottinghamshire, led by the Deputy Commissioner. From research projects to implementation of the Victims' Code, and in the last year taking over responsibility from the Ministry of Justice for the commissioning of victims services across the county, the provision of a holistic, quality service has been of paramount importance. In the last year the Commissioner invested nearly £2m in a wide range of general and specialist victims' services. Examples of work led by the Deputy Commissioner include:
 - Research to secure victims' views on service delivery and more specific research into the support required by repeat survivors of medium risk domestic abuse, which has initially highlighted the need for long term, consistent support delivered by the same individual.
 - Introduction of a new Victims' Strategy and delivery plan shaped by the findings of the research projects.
 - Funding Victim Support in the six months to 31 March 2015, with support provided to 1,425 victims who requested help and delivered a satisfaction rate of 88%.
 - Appointing Victim Support to deliver a new service for victims of crime, anti-social behaviour and hate crime from April 2015.
 - Awarding a contract for an integrated victim-initiated restorative justice (RJ) service to RJ specialists Remedi.
 - Funding Integritas Advocacy to provide intensive support to 11 victims of crime with very complex needs, thereby reducing the demand on calls for police assistance and other public services.

- Investing nearly £900,000 into domestic abuse support services, and securing funding of £228,000 from the MOJ, to provide healthy relationship and teen survivor support, with 90% of the women supported reporting that they feel safer as a result.
- Funding of over £260,000 for support services for victims of sexual violence.
- Funding the Ann Craft Trust to support professionals working with children with learning difficulties about child sexual exploitation and other safeguarding issues.

Vulnerable People

- The Street Triage team, supported by the Commissioner, continues to deliver exceptional results and the number of non-crime related arrests under Section 136 have more than halved since its introduction.
- The Commissioner, with the Nottingham Clinical Commissioners' Group, has led the response to the Mental Health Crisis Concordat and Partnership Commitment to implement the national action plan. Alongside the Chief Constable he has made a commitment that no Young people or adults will be detained in custody as a place of safety from October 2015.
- Development had been undertaken to support the introduction of a new Criminal Justice Liaison and Diversion Scheme sponsored by Nottinghamshire Healthcare NHS trust. This new scheme was launched in April 2015 it ensures detainees receive appropriate support for their mental health.
- A process has been introduced within Custody Suites to identify veterans of the Armed Services who have mental issues that might relate to PTSS and a Mental Health Nurse is in the final stages of vetting before joining the Multi-Agency Intelligence Team at Carlton Police Station whose initial role will be to assess veterans for specific support. A Multi-Agency Drug Monitoring Group meets regularly to share intelligence.

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

Performance

- The Crown Court year-to-date figures (February 2015) recorded a conviction rate of 83.6%, markedly higher than the national average of 79.4% and in line with the region (82.9%). The Crown Court is currently ranked 13 out of 42 in terms of conviction rates, below Lincolnshire (6th) but above the rest of the region.⁶

⁶ Derbyshire (17th); Leicestershire (22nd); and, Northamptonshire (35th)

- The Magistrates' Courts conviction rates of 83.5% are relatively in line with the national average (83.9%) and with the region (83.4%). However, in terms of ranking, Nottinghamshire's courts currently sit 31 out of 42, above Northamptonshire (40th), but below the rest of the region.⁷
- The Early Guilty Plea rate recorded in the Crown Court is currently 36.9%, a slight reduction on the previous financial year-to-date (February 2014) but still above the national average rate of 34.4%.
- The Magistrates' Courts Early Guilty Plea rate has improved from 65.1% to 67.3% compared to the same period in the previous year, though it is still below the national average rate of 70.8%.
- The Ineffective Trial Rate in the Crown Court increased from 15.3% in 2013-14 to 17.6% in 2014-15. This was despite a rise in the Effective Trial Rate from 46.5% last year-to-date to 47.8% this year-to-date, which could be attributed to the 3.5% reduction in the Cracked Trial Rate (17.6% year to date).
- Magistrates' Courts have seen less change in performance with the Ineffective Trial Rate increasing slightly to 22.7% and the Effective Trial Rate reducing slightly by 0.9% to 39%, although this is still considerably lower than the 50% target⁸. In terms of the Cracked⁹ Trial Rate, there was a slight increase of 0.7% to 38.3%.

Progress

Prosecution Team Performance Management

- Electronic prosecution file transfers are being introduced to increase efficiency of Police-led prosecutions and reduce costs.
- The Force has introduced a revised performance framework in line with the new national Prosecution Team Performance Management (PTPM) model. This involves dip sampling a number of files to identify meaningful issues and to raise them with the PTPM. Key issues so far identified are:
 - Lack of supervision around initial files,
 - Missing MG9 (Witness lists) from initial files,
 - Lack of the use of Court Orders section of the MG5.

⁷ Leicestershire (10th); Derbyshire (19th); and, Lincolnshire (21st).

⁸ Effective Trial Rate: The target is that 50% of trials should be effective i.e. they proceed without being 'cracked' or other reason.

⁹ A Cracked Trial is: A trial that has been listed for a not guilty hearing on a particular day but does not proceed, either because the defendant pleads guilty to the whole or part of the indictment, or an alternative charge, or because the prosecution offer no evidence

- Other issues include not using the DIP testing section of the MG5, not identifying key witnesses correctly and not 'investigating' retraction statements
- A number of initiatives are being put in place to reduce these issues from occurring and therefore improve file quality and timeliness, as follows:
 - A 'Gold File' intranet-based message board highlighting frequent problems with files and the solutions required
 - Continued roll-out of 'Back to Basics' training for Sergeants
 - Daily reporting through the VOLT (Victim, Offender, Location Tasking) Dashboard on files due in the next 7 days

Transforming Summary Justice (TSJ)

- Transforming Summary Justice (TSJ) is a national cross-agency initiative to reform how we do business in the Magistrates Court. It is designed to reduce the number of hearings and improve system-wide efficiency. The aim is to have only one hearing for a guilty plea case in the Magistrates Court and only two for a not guilty plea case. All agencies within the system are engaged and the judiciary has intertwined the Summary Disclosure Review within TSJ.
- Although the national 'go live' date for TSJ was 31 May 2015, Nottinghamshire provided national leadership and went live on 1 February 2015 closely followed by the rest of the East Midlands. Benefits include:
 - A 'whole' system approach
 - Simplification of the disclosure process
 - Bringing key processes forward in time so as to make the first hearing effective
 - Reduction in the number of upgrade files for the Magistrates Court (less file building for Officers)
 - A quicker resolution for victims and witnesses

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

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

Performance

- In 2014-15, the Force recorded an increase of 5.8% in total crime. **Appendix A** details the full breakdown of crime types and **Appendix B** shows the changes by area.
- In terms of volume, the largest increases (top 5) were Violence Without Injury (up 1,463, 27.3%), Violence With Injury (up 1,403, 17.2%), Sexual Offences (up 793, 71.9%), Public Order Offences (up 680, 39.7%) and Vehicle Interference (up 598, 202.7%).

- In terms of volume, the largest decreases (top 5) were Burglary Dwelling (down 408, 9.1%), Theft from Person (down 302, 19.8%), Possession of Drugs (down 252, 8.4%), Theft of Motor Vehicle (down 242, 17.3%) and Bicycle Theft (down 115, 5.1%).
- Anti-social behaviour increased over the year by 6.5% (or 3,019 recorded incidents) although this is still 33.6% fewer incidents than recorded against the 2011-12 baseline.
- Victim-based crimes accounted for nearly 82% of the Force's overall increase with 3,218 additional offences, most of which were Violence offences. County division recorded the larger increase (6.1%, or 2,127 offences), nearly twice that of City Division (4.1% or 1,091 offences).
- Both City and County Divisions showed increases in All Crime in places identified as high crime areas. However, there was some strong performance in areas including Hucknall East (-10%); Sutton in Ashfield North, Bridge and Worksop South (-8%); Netherfield and Colwick, and Sutton East (-6%); and Carr Bank (-5%).
- The [Respect Survey findings](#) for 2014¹⁰ show that perceptions of anti-social behaviour once again continue to improve. The headline findings are:
 - People feel safer than ever
 - Citizens' perceptions of crime have improved
 - People have more confidence in Police and City Council than ever
 - People feel safer than ever in the city centre
 - The City Centre is seen as safe by the majority for the first time
 - Citizens perceive the City and City Centre as clean
 - Perceptions of begging in the City Centre at their lowest level
- The [Nottinghamshire Annual Satisfaction Survey](#) (2014)¹¹ indicates some improvements in ASB. Noisy neighbours or parties fell from 14% in 2013 to 11% in 2014. Other aspects have remained largely the same although rubbish and litter lying around and vandalism have increased slightly (2% and 3% respectively).

¹⁰ <http://www.nottinghamcdp.com/wp-content/uploads/2015/03/Respect-for-Nottingham-Survey-2014-Report-Final-Draft-27-February-2015-PDF.pdf>

¹¹ <http://www.nottinghamshire.gov.uk/thecouncil/democracy/have-your-say/annual-satisfaction-survey/>

Type of anti-social behaviour	Overall problem in 2012	Overall problem in 2013	Overall problem in 2014
Noisy neighbours or loud parties	10%	14%	11%
Groups of people hanging around the streets	16%	19%	18%
Rubbish or litter lying around	19%	24%	26%
Vandalism, graffiti and deliberate damage to property or vehicles	11%	13%	16%
People being drunk or rowdy in public places	14%	17%	17%
People using or dealing drugs	14%	20%	20%
People being attacked/harassed because of their skin colour/ethnic origin/religion	3%	5%	5%
Abandoned or burnt out cars	3%	3%	2%

Progress

Funding

- In 2014-15, the Commissioner maintained his 2013-14 levels of investment into the Crime and Drugs Partnership (CDP) and the Safer Nottinghamshire Board (SNB) to enable District Community Safety Partnerships to support initiatives to reduce anti-social behaviour, support victims and improve community safety.
- The Commissioner continues to provide funding to support the work of community-based projects designed to reduce ASB and alcohol misuse, and support victims and vulnerable people. (See [Small Grants](#) section).

Targeted Areas

- In response to the Commissioner's review of 'Partnership Plus Areas' completed in December 2014 a new more sustainable model of locality working is being developed and supported by the Commissioner's office. **Appendix C** illustrates the Partnership Locality Programme.
- A range of diversionary and preventative activity is taking place throughout Nottingham and Nottinghamshire to tackle those crime and anti-social behaviour. Some examples include:
 - Work with street drinkers, drug users and offenders
 - Taxi Marshalling
 - Diversionary activities for young people
 - Student community safety awareness campaign
 - Street Marshalls and Street Pastors
 - Widening the Net project – Football in the community
 - Dragons Den 6 Programme within schools
 - Alcohol and drugs awareness for young people
- The Commissioner has provided funding of £50,000 in support of a County-wide housing security scheme, known as target hardening (1 September 2014 to 31 August 2015), prioritising burglary hot spots at street level within each of

the seven districts across the County. It is anticipated that 1,343 dwellings in the hot spot streets will be visited during the year, offering advice and security improvements where necessary at an average cost of £16.13 per dwelling. The first six-month evaluation shows that 843 households have been surveyed and either provided with advice or target hardening. Letters providing target hardening advice were left at a further 209 households where occupants were unavailable. 126 householders refused target hardening assistance.

New Powers

- The new Anti-social Behaviour Crime and Policing Act (2014) enacted in October 2014 brought a range of new powers that enable both police and partners to tackle ASB more effectively. Work is now underway to ensure its effective implementation across the City and County.
- The Community Remedy, introduced by the Act, has provided victims an opportunity to have their say in neighbourhood justice. This is designed to place the victim at the heart of decision-making and requires Officers to involve victims in neighbourhood justice. 565 people and victims of crime gave their views last summer on what they considered an appropriate punishment for offenders who have committed low level offences or anti-social behaviour. Based upon this feedback the Commissioner has produced a menu of options called a 'Community Remedy' document to inform Police Officer decisions about appropriate sanctions for offenders. A review of this document is planned for the autumn of 2015.
- Training has been rolled out to key stakeholders on the new legislation and to promote a better understanding of positive measures that agencies have in place to address anti-social behaviour at a local level.

Tackling alcohol

- A County-wide Alcohol Strategy and associated Action Plan continue to be delivered by Police and Partners to combat alcohol-related ASB and crime in neighbourhoods, towns and the City Centre.

Restorative Justice (RJ)

- The Commissioner has appointed Restorative Justice specialist 'Remedi' to provide RJ interventions for victims from February 2015 to March 2016. The first meeting of the Nottinghamshire Restorative Strategy Board took place in early April 2015 and partners are very supportive of the new service which provides victims with the opportunity to meet offenders.

Safer Travel

- The CCTV Taxi voluntary scheme was launched in June 2014 following extensive partnership working and negotiations throughout 2013-14. The Commissioner provided £98k funding for a voluntary scheme which would enable 100 Hackney Taxis to be fitted with state of the art CCTV.

Rural Crime

- The Commissioner is linking with Crimestoppers, Nottinghamshire Police and Nottinghamshire County Council to raise awareness of, and tackle, rural crime including plant and machinery theft. A focus on how best to deal with rural crime and how to support the issue locally has been funded by the Commissioner's Community Safety Fund following a conference held in November 2014 at the Newark Showground.
- The Commissioner has also been hosting an informal working group to assess the impact of rural and wildlife crime. He supports the need for dedicated Officers to tackle rural and wildlife crime throughout the County.
- The Force's Rural Crime Strategy and Delivery Plan is led by the County Divisional Commander. The Commissioner has committed to maintain the impetus on this work, and in addition to a recent stakeholder event he will be supporting a conference at the end of the year to address community rural and wildlife crime.

Neighbourhood Watch

- The Commissioner has committed £21,000 from his Community Safety Fund to help the City of Nottingham Neighbourhood Watch Council and NottsWatch form a county-wide Nottinghamshire Neighbourhood Watch organisation.

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

Performance

- The Force estimates that around 14% of All Crime and ASB is alcohol-related. The reported increases in both Alcohol-Related Crime and ASB are relatively in line with the increases reported in both of these overall. This may be an indication of better data quality. In addition, a quarter of Violence Against the Person is estimated to be alcohol-related, less than half that estimated nationally. Recruitment is underway to employ dedicated rural Special Constables.
- There were 334 additional night-time economy (NTE) violence against the person offences recorded in 2014-15 compared to the previous year, following high volumes recorded during November and December. The proportion of NTE violence has remained stable at 12%.
- Possession offences at 23 March 2015 (year to date) show a reduction in offences of 7.5% (down 217 offences), and it is worth noting that 16.6% of recorded offences occur in Nottingham City Centre.
- Supply offences (for the same period) show an increase in supply/production offences of 6.8% (up 46), illustrating good proactive work by Police and Partners.
- The 12-month average positive drug test rate (in custody) is 46.9%.

- 55% of Inspector Authority (IA) tests were positive in February 2015 (25 out of 45). 21 (46.6%) of February IA tests were for VAP (Violence Against the Person) and 52.3% (11) of those resulted in a positive test.
- £40,022 savings have been realised by the Cannabis Dismantling Team since April 2014.
- CRI¹² supported 328 people (affected by drugs, alcohol, crime, homelessness, domestic abuse and anti-social behaviour) to complete treatment. Of the 3,344 offenders subject to the criminal justice system, 300 (9%) are being supported by CRI.

Progress

Alcohol Strategy and Action Plan

- Alcohol-related offending remains a priority crime type as reflected in the Commissioner's [Alcohol Strategy](#)¹³ and the strategies of Partners. With the Commissioner's leadership and support in 2014 Nottingham and Nottinghamshire became a Home Office Local Alcohol Action Area (LAAA). This opportunity has supported a range of activities including work to attain Purple Flag Status for Mansfield, a County Best Bar None scheme, drink sales initiatives and training for bar and door staff as well as progress towards establishing the 'Cardiff Model' data sharing and tasking process for the City.
- The Alcohol Strategy and Action Plan will be updated in the first quarter of 2015-16 to reflect progress in the last 12 months. Additional developments include the potential pilot of Alcohol Concern's Blue-light project, further development of the Drinkaware project and continued achievements by the Local Alcohol Action Areas in both the City and County.
- The Responsible Drinking Initiative (RDI) was launched in November 2014, providing breathalysers and industry best practice 'vulnerability training' to door and bar staff as well as police and partnership NTE officers. The RDI has been endorsed by the Portman Group, the British Beer and Pub Association, and National Pub Watch. Invitations to join the scheme were opened up through the Nottingham Pub Watch and BID in August 2014 with venues showing considerable enthusiasm.
- City Division has launched a multi-agency communications plan which will inform citizens and protect and enhance the reputation of the city while motivating behavioural change with regard to harmful drinking. The plan will look at all aspects of alcohol-related problems under the campaign name

¹² CRI is a health and social care charity that works with individuals, families and communities across England and Wales affected by drugs, alcohol, crime, homelessness, domestic abuse, and anti-social behaviour.

¹³ <http://www.nottinghamshire.pcc.police.uk/Document-Library/News-and-Events/Alcohol-Conference/Alcohol-strategy-refresh.pdf>

[‘Ending Alcohol Harm’](#).¹⁴ The Force has also secured for both the city and the county a unique, high-value partnership with Drinkaware through the LAAA, aimed at motivating behavioural change for those aged 18 to 29 on ‘drunken’ nights out.

Drugs

- [Operation Promote](#)¹⁵ was set up to tackle the use of stimulant drugs such as cocaine in the city centre which can drive violent behaviour when taken with alcohol.
- Nottingham City has made huge strides in recent years to reduce crime, anti-social behaviour (ASB) and the factors driving them such as the misuse of drugs and alcohol. Since 2006, crime in Nottingham has reduced by 49%. Operation PROMOTE reflects the commitment of partners in Nottingham to achieving an even safer City.

Crime Reduction Initiative (CRI)

- In October 2014 Crime Reduction Initiative CRI was appointed by the Commissioner and Nottinghamshire County Council to provide drug and alcohol services in the County. This includes criminal justice services for people in custody, court ordered interventions and offenders leaving prison.

Theme 5: Reduce the threat from organised crime

Performance

- There were 69 additional Confiscation and Forfeiture Orders compared to 2013-14, placing the Force 19.5% above target. However, the overall value of Proceeds of Crime Act POCA (Proceeds of Crime Act) orders has fallen by £121,688.50 (9.9%).
- Whilst overall numbers of High Risk Organised Crime Groups (OCGs) has increased by 19.4%, the numbers of active offenders in High Risk OCGs has reduced by nearly 1,000, suggesting a reduced Threat, Harm and Risk assessment compared to last year.
- There were 75 additional supply and production drug offences recorded in 2014-15. This was despite an actual reduction in production offences of 40 offences (10.0%) against a considerable increase in supply offences (115 or 39.1%). In comparison there was a considerable reduction in possession offences, which could be attributable to the increased numbers of supply offences whereby an arrest and disposal would be expected.

¹⁴ <http://www.endingalcoholharm.co.uk/>

¹⁵ <http://www.nottinghamcdp.com/news/successful-operation-re-launched-to-keep-nottinghams-nightlife-safe/>

Progress

Understanding Risks and Challenges

- The current intelligence picture relating to organised criminality, coupled with the upcoming prison release of key individuals linked to organised crime, suggests that the medium term threat from Serious, Organised Crime in Nottinghamshire will not change from its current threat status of 'significant and consistent'.
- Work is underway to produce a Serious and Organised Crime structure for Nottinghamshire, setting out the risks and challenges. A new partnership structure has now been set up in the City to combat serious and organised crime and, following discussions with partners, similar structures will be set up in the County.
- There has been work to identify approaches within the region and further work has been identified to support regional PCCs in tackling local and regional serious and organised crime. Following a review of the Strategic Policing Requirement by HMIC, an update of progress of delivering the Requirement has been presented by the Force in the Police and Crime Needs Assessment.

ANPR (Automatic Number-Plate Recognition)

- 2014 has seen an increase in the number of ANPR cameras in use by Nottinghamshire Police – especially in the County. Bespoke police operations are now linked to the ANPR camera network tackling organised crime groups. The Commissioner has provided funding an ANPR shield across Bassetlaw (Phase 2). A similar scheme was introduced in Ashfield (Phase 1) which assisted in the reduction of dwelling burglary by 36% (2013-14). A Phase 3 scheme will cover Broxtowe district. ANPR provides state of the art technology for both prevention and detection of crime and is located in areas vulnerable to travelling criminals. Funding for the rollout of ANPR to other districts will be available.
- The 'go live' of the Real Time Intelligence Unit in the control room is delivering a 24/7 capability to use the ANPR data, enhancing capability around crimes in action and vulnerable people.

Impact of Migration

- A regional research project has been conducted on 'The Impact of International Migration on the East Midlands' and work conducted for the Commissioner by the CDP on 'Examining Crime, Ethnicity and Gender in Nottingham'. These will form part of the evidence base for the Police and Crime Needs Assessment.
- In 2014-5 the Commissioner grant-funded two voluntary and community organisations to lead work bringing together young people and the Police, and also newly arrived migrants and the Police. Reports on progress will be available in Quarter One of 2015-16 but indications are that it has been very successful.

Ending Gang Youth Violence Programme

- The Commissioner has continued to invest into the Ending Gang Youth Violence Programme. This includes community-based projects to divert gang members away from a life of crime and a small grants fund to support further community engagement and a cohesion worker.
- Vanguard Plus, the multi-agency Ending Gang Youth Violence team led by Nottingham City Council, has been established for just over three years. Its main focus is to address the activities and behaviours of urban street gang (USG) members. However, the team also manages a number of organised crime group members who have direct links to USGs. During the last 12 months the team has managed a number of high profile, high risk, offenders.
- The team has engaged with the three key EGYV providers supported by the Commissioner's funding (commissioned through the Crime and Drugs Partnership (CDP)). These projects have engaged individuals who would not ordinarily be willing to enter into any kind of dialogue with the public sector. Two of the projects in particular – Take One in Radford and the Community Recording Studio (CRS) in St Ann's – have acted as venues for engagement and developing the relationships between the individuals concerned and Vanguard Plus Police Officers.

Theme 6: Prevention, early intervention and reduction in reoffending

Performance

- 30% of youth offenders (within two cohorts) reoffended in the previous rolling 12 months, with a rate of 1.02 and 1.09 in the City and County respectively.¹⁶
- 316 positive outcomes were issued to 198 youth offenders who had received a community resolution during 2014-15. It should be noted that only those youth offenders who received a community resolution during 2014-15 and have subsequently received a positive disposal have been counted; more offences may have occurred that are still awaiting disposal.

Progress

Funding

- In the City, the Ending Gang Youth Violence Project supports young people involved in gangs with diversionary activity. In the County the Commissioner has invested £156,000 into targeted youth support. He has also grant-funded a number of projects providing diversionary activity for young people at risk of offending or anti-social behaviour, including a football project and a community improvement project.

¹⁶ This is based on approximate data provided from the Youth Offending Teams for City and County.

Preventative Work

- The Preventing Demand programme (funded through the Home Office Police Innovation Fund) aims to integrate the working practices of Public, Private and Voluntary Sector service providers across Nottinghamshire to prevent demand through the Preventing Demand Partnership Strategy (2014-2017). This funding is supporting programmes to improve mental health, reduce demand at a neighbourhood and whole family approaches to prevent domestic violence.
- A number of programmes are in place to work with young people. The Widening the Net Scheme, in partnership with Stags Football Club, identifies young people for trips and Saturday training. Working with Targeted Youth Services, Girls' events are provided in a similar fashion.
- Referrals to Substance Misuse Workshops as an alternative to receiving a caution for simple possession of cannabis or alcohol-related offences are now up and running. The Outward Academy in Worksop has agreed to pay for a dedicated seconded Officer and in addition, School's Officers in the County are working closely with YOS (Youth Offending Service). This initiative has been recognised as a positive move in a recent peer review.

Integrated Offender Management

- The Forces IOM (Integrated Offender Management) programme was reviewed by the College of Policing and HMIC. Nottinghamshire was highlighted nationally for its work in HMP Nottingham and the Multi-Agency Intelligence Team. IOM performance management through convictions has now begun, with more than 400 individuals currently managed through the Force IOM programme. The Reducing Reoffending Board has commissioned a full review of Premium Service provisions and IOM tactical delivery.

Troubled Families

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

Retail Crime and Electronic GPS Tags

- The Commissioner's Retail Crime event in June 2014 in Nottingham included presentations on the impact on the County of prolific shoplifting. Policing experts, retailers and criminal justice specialists came together at the event to analyse current shoplifting data and identify joint-working opportunities to tackle the most frequent shoplifters and help rehabilitate them.

- In addition, the Commissioner has provided part-funding (£10,000) to Partnerships Against Business Crime In Nottinghamshire (PABCIN) to co-ordinate the work of Business Crime Reduction Partnerships in Nottinghamshire. PABCIN enables the partnerships to share best practice, provide a support network and communicate intelligence about offenders who move around the county. This innovative concept is at the forefront of the fight against crime and disorder affecting business across the 24-hour economies of our town and city centres.
- The Commissioner has also funded a pilot scheme to assess whether GPS electronic tags can be used effectively to control the behaviour of persistent shoplifting offenders. The scheme is assessing the use of technology to alert key stakeholders when an offender barred from a store has entered the outer zone (e.g. shopping centre) and breached the inner zone (shop which they are barred from entering). The alerts will assist key stakeholders to take remedial action to prevent an offender committing an offence as opposed to detecting an offence.

Theme 7: Spending your money wisely

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

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

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

Performance

- The Government's grant has reduced significantly and in order to balance the budget, savings of £12.7m should have been made in 2014-15. At the Quarter Two forecast the target was reduced to £11.8m. For the year ending 31 March 2015 the efficiencies achieved amounted to £9.497m against a target of £11.802m – a shortfall of £2.3m.
- The latest 12-month rolling sickness data for the Force has shown Officer sickness reduced to 3.58% in March 2015 from 4.03% in March 2014, representing a reduction of 11.14% over the past year.
- Officer sickness absence in the 12 months to March 2015 amounted to an annual cost to the Force of c£3.7m.
- The latest 12-month rolling sickness data for the Force has shown that Staff sickness increased to 3.68% in March 2015 from 3.62% in March 2014, representing a rise of 1.73% over the past year.
- Staff sickness absence in the 12 months to March 2015 amounted to an annual cost to the Force of c£1.6m.

- Current BME representation in Force stands at 4.3%, lower than the BME population of Nottinghamshire, which stands at 11.2% (Source: 2011 Census Data).

Progress

Funding Formulae

- The Commissioner met with the Home Secretary and Policing Minister to lobby for fairer funding and more Police Officers for Nottinghamshire. Despite this, the Government has still introduced further budget reductions.
- Nottinghamshire is disadvantaged by the present funding formulae. This is currently under review by the Home Office but will not be completed until 2016-17 and the Commissioner is heavily involved in the discussions around the new formulae and its implementation. In the meantime, all possibilities to change the way we work and reduce costs are being considered and action taken. The Commissioner continues to represent Nottinghamshire at national and regional meetings. He is the chair of the Association of Police and Crime Commissioners' Standing Group for Resources, Efficiency and Strategic Finance and attends Home Office Gold and Silver Groups for Police Finance and Resources. He has made sure he is at the heart of decision making in order to champion a better deal for policing in Nottinghamshire.

Budget Reductions

- The whole of Government and Governmental departments are having to reduce the service provided and find other ways of working (e.g. through shared working practices). Policing has not been exempted from this.
- Since 2010-11 Nottinghamshire has seen its funding reduced by over £42m and in December 2014 it was confirmed that the 2015-16 policing grant will be reduced by a further 5.1%.
- The budget gap of £11m is being met through efficiencies identified by the force, which also include savings from regional collaboration, and by the transformational change programme 'Delivering the Future'.
- The Commissioner takes the lead for Police and Crime Commissioners nationally on funding and reserves issues. He regularly meets and lobbies Home Office officials and Ministers. He is heavily involved in discussions on a new police funding formula.
- The Commissioner's [Budget Report for 2015-16](http://www.nottinghamshire.pcc.police.uk/Document-Library/Our-Money/2015-2016-Documents/Budget-Report-2015-16.pdf)¹⁷ provides a budget breakdown of £188.2m revenue funding and net expenditure.

¹⁷ <http://www.nottinghamshire.pcc.police.uk/Document-Library/Our-Money/2015-2016-Documents/Budget-Report-2015-16.pdf>

- Despite this, the Commissioner with the support of Government grants has maintained the same level of funding to local partnerships¹⁸ to provide community safety and victims services.

Small Grants

- In 2014-15 the PCC funded 31 voluntary and community organisations with just under £360k of grant funding, and an additional £100k grant funding to support victims' services.
- Over half the small grants awarded were to support victims, witnesses and vulnerable people. Projects were also funded on crime reduction, diversionary activity and support to reduce anti-social behaviour and substance misuse.
- The PCC has also supported projects which have built relationships between the police and communities. This included just over £6,000 for Voluntary Action Broxtowe, which ran courses to support new migrants to understand the law and the role of the police in England. Eighty-one people attended the course from 24 different countries. By the end of the courses 88% of people agreed that they felt much more positive about Nottinghamshire Police. One group said the course was: "A seed of knowledge which will grow in our community."
- The PCC awarded £12,500 to 'Bac In' to provide culturally specific recovery-focused support to 10 BME offenders. As a result, five offenders achieved total abstinence.
- In addition to funding various victim support initiatives, in February 2015 the PCC awarded £245,000 funding to 23 organisations to deliver community-led initiatives to prevent crime and support vulnerable people.

Commissioner's Office Costs

- The cost of the Commissioner's Office and staff (NOPCC) is £1.1 million, significantly less than that of the former Police Authority (£1.2 million).
- A Commissioning Framework drafted in 2014-15 will be finalised and published during 2015, setting out how the Commissioner will target his resources. The final version will incorporate lessons learnt from the Cabinet Office's Commissioning Academy as well as best practice identified by internal auditors.

Collaboration

- The Commissioner has continued to explore every opportunity to make the best use of available funding by securing efficiencies through regional collaboration overseen by the Regional PCC Board and the Regional Efficiency Board. He has chaired both Boards in 2014-2015 to ensure that Nottinghamshire has a strong presence in the region.

¹⁸ £0.5m provided to local community safety groups in the third sector.

- He has worked with the other East Midlands Police and Crime Commissioners to agree regional budgets for major crime, serious and organised crime and other collaborative projects, and he plans to do more in the future. The East Midlands Police Collaboration Programme (EMPCP) has the task of delivering changes which will improve many areas of operational and non-operational policing functions.
- Nottinghamshire Police continue to collaborate with the East Midlands Special Operations Unit (EMSOU) to provide efficiencies for policing as well as financial benefits. On-going reviews look at items such as better utilisation of fleet to find further cost savings.
- The Force is collaborating on Specialist Service areas around regional Criminal Justice (EMCJS) and Operational Support Department (EMOpSS) as well as looking at moving from a three Force to five Force Forensics service. Others areas of collaboration are Multi-Force Shared Service (MFSS) and Police Business Services (PBS), East Midlands Serious and Organised Unit EMSOU, Major Crime, Procurement, Learning and Development, Legal and Information Communication Technologies (ICT).

Innovation bids awarded to the Commissioner

- Body Worn Video: This bid received £1.68m (which will be matched by the combined forces) for body worn video cameras and associated hardware and software. This will enhance evidence gathering opportunities, enabling more scope for victimless prosecutions particularly in domestic violence cases, and allow the five East Midlands Police Forces to realise efficiency savings. A further Innovation Fund award in 2015-16 of £263,306 will resource the roll-out of each Force's project, and the requirement in 2016-17 of £169,250 for camera expansion for three Forces including Nottinghamshire.
- Virtual Courts: £0.4m has been awarded for a 'virtual courts system' across the East Midlands, linking all Police custody areas, victim suites and all courts. This will generate substantial savings through reduced prisoner transfers and support the delivery of two key objectives in the Government's Criminal Justice Strategy and Action Plan.
- Interoperable Crime and Justice Platform: Funding worth £2.9m has been awarded for a four-Force interoperable crime and justice platform to improve information-sharing and submission of evidence between Forces and the criminal justice system.
- Rapid DNA Technology (Five Forces): Funding of £0.09m was granted for Rapid DNA technology which enables DNA profiles to be returned in less than 90 minutes without requiring a skilled technician to operate.
- Mental Health: £164k has been awarded to address the impact that mental health has on the criminal justice system from point of first call to conviction and/or health outcome. This will be achieved through a range of linked work streams.

- Imara: £109,434 has been awarded to support early interventions to children and families affected by child abuse.
- Prevention: £331,087 has been awarded to lead on integrating and innovating working practices of public, private and voluntary sector providers.

Staffing Levels

- Despite huge financial pressures, after a period of sustained recruitment activity 150 Officers were recruited by February 2014 and 100 PCSOs by July 2014. The Force's establishment changes on a monthly basis due to leavers and retirements. Significant budgetary cuts mean that recruitment is currently frozen. At the end of March 2015 the Force had:
 - 2,033 Full Time Equivalent Police Officers
 - 319 PCSO (Police Community Support Officers)
 - 263 Special Constables
 - 223 Volunteers
 - 148 Cadets
- Special Constable numbers have reduced due to many being successful applicants during Police Officer recruitment and also when people were unable to meet the required hours' commitment. In response the Force has recently undertaken a recruitment campaign for Special Constables and received 122 applications, which will help establish Rural Special Constables.

Decision Making and Value for Money

- The Commissioner has set a strategic theme to 'Spend your money wisely.' Value for Money (VFM) is at the heart of every decision and is demonstrated in the opinion given by external auditors each year.
- All decisions in relation to the use of public money for policing are made public on the Commissioner's website. The Commissioner also has regular meetings throughout the year with stakeholder representatives, offering the chance for their views and inputs to be taken into account.

Efficiency Savings

- The Commissioner continues to work with the Chief Constable, other Forces and Partners, to explore where further efficiencies can be made. In 2014-15 the Force achieved efficiency savings of £9.497m against an in-year revised target of £11.802m.
- Current proposals for Central Police Station and Canning Circus Police Station to be replaced with Byron House in Maid Marian Way, Nottingham will see Byron House as the new base for the Aurora II partnership between Nottinghamshire Police and Nottingham City Council Community Protection. The building is owned by Nottingham City Council and the Police will take a 25-year lease of space within the building.

- Estimates are that these proposals will result in annual revenue savings of around £128,000 and generate capital receipts from the sale of Central and Canning Circus Police Stations of about £2.71m. The Police share of the initial capital cost of refurbishment of Byron House is estimated at £0.86m. The Police will also transfer the freehold interest in Sneinton and Meadows Police Stations (valued at a total of £0.5m) to Nottingham City Council.
- The review of Sneinton Police Station, Meadows Police Station, Eastwood Police Station and Mansfield Woodhouse Police Station is part of the Estates Rationalisation Phase 3 work stream to provide a fit for purpose, flexible and sustainable estate, enabling savings to be delivered of £2.4m over three years.
- Proposals to co-locate the Police with Bassetlaw District Council at their offices in The Square, Retford have been agreed. This is expected to make annual savings of about £11,400 and enable the sale of the current Police Station which is over 100 years old, in poor condition and no longer suitable for modern policing needs. This follows other successful co-locations which include Rushcliffe Borough Council at West Bridgford Police Station and with Broxtowe Borough Council at their offices in Beeston. Opportunities for further co-locations are being explored.

Delivering the Future

- The Policing Business Services project (PBS) merging of Business and Finance areas with Northamptonshire will be implemented in October 2015
- The region has been required to deliver savings against its core budget and from the projects being proposed. Specifically, a three Force collaboration on Police Business Services is estimated to deliver significant savings over the medium term.
- Work continues on the rationalisation of the Force's property estate, on work with Partners to maximise integrated working, and on rationalising the vehicle fleet – at the same time continuing to improve quality, suitability and performance. Co-location solutions are being sought with local authorities, the NHS and others and where co-location is not possible, other methods of working are explored such as drop-in places for Officers and improved mobile working through IT investment.
- A regional change programme currently being rolled out will significantly change from where support services are delivered, with most of the Police specialist services already provided this way.
- Tetra Tabs (mobile laptops) have been installed in all Police response vehicles across the City and County.
- The NICHE project underway in Nottinghamshire which will combine a number of critical Force systems (crime, intelligence, case and custody system into one IT system across four forces. It will operate across four Forces and provide greater intelligence on cross border offending.

- The Commissioner has supported the Chief Constable's new policing model 'Delivering the Future' which is currently subject to consultation and extensive briefings with Partners. Delivering the Future will address current and future workforce plans, budgets and working practices to meet future demands in line with available resources. **Appendix D** provides a graphical summary of the current demand for Police service.
- A new Citizens in Policing department created through Delivering the Future will be responsible for developing volunteering.

BME Representation

- The Commissioner has been working with the BME Steering Group over the last 12 months to implement the recommendations from the research he commissioned in July 2013. There has been significant increase in BME police officer recruitment i.e. from 4.69% in 2013 to 15.62% in 2014. The Commissioner has also made available £30,000 to fund an external training provider to train police officers on diversity in relation to stop and search and the roll out of the use body worn video. The disproportionality of stop and search of BME communities has improved from a ratio of 2.3 in 2011/12 to 1.8 in 2014/15. This equates to a 22% improvement.
- The Force is currently working closely with the College of Policing in a number of areas:
 - Working with the BME Progression 2018 programme to identify best practice and produce guidance for positive action in Police Officer recruitment.
 - Piloting an 'Emerging Potential' training course for BME Officers and Staff, identifying suitable BME candidates for the new fast track PC to Inspector programme.
 - Researching the equity of current national assessment processes for BME applicants.
 - Three BME Inspectors from Nottinghamshire have won places on the national "Releasing Potential" development programme run by the College.
- The Positive Action Team and the Corporate Communication Team joined together in community engagement at events including the Caribbean Carnival, Nottingham MELA and the Riverside festival in the past year. The team has also run a variety of successful engagement activities within communities, such as during Ramadan at Mosques across Nottingham City; and young BME people were invited to Police HQ as part of Nottingham City Council's 'Tap the Gap' programme.

Custody Visiting Scheme

Nottinghamshire Independent Custody Visitors (ICVs) is a team of 23 Volunteers who make unannounced visits, weekly, in pairs, to the City and County's three custody suites: Bridewell (in the City), Mansfield and Newark. They check that the

detainees are receiving their rights and entitlements such as meals, medical attention and legal advice. The scheme's main aim is to increase public confidence in the treatment and welfare of persons detained in Police custody.

ICVs in Nottinghamshire ensure that vulnerable detainees are visited as a priority. Procedures are in place for ICVs to communicate with non-English speaking detainees using language cards and mobile phones to contact interpreters via Language Line.

The Custody Visiting Scheme has tried to be as representative as possible and to reflect this in the ethnic origin, gender, and age range of the membership. The appointment of new members to the Scheme this year takes account of the need to preserve and, where possible, enhance the diversity of the group.

In 2014, a small group of qualified custody visitors were trained by Special Branch to make visits to detainees detained under the Terrorism Act.

Nottinghamshire hosted the ICV Annual Regional Training Conference in Leicester on 16 May 2015, opened by the Deputy Commissioner.

Performance

- During 2014-15, there were 225 visits made – the same as last year.
- 803 detainees were offered a visit; 65 declined the offer. Last year the figures were 890 and 72 respectively.
- On average three detainees were seen during each visit – slightly less than last year.
- 81% of these visits took place during weekdays and 19% during the weekend. Last year it was 77% and 23% respectively.
- 21% of ICVs are from the BME communities.
- 83% of ICVs are female, 23 % male across an even spread of age groups.
- 86% of unannounced visits were given access to detainees within the first five minutes of the ICV's arrival. Last year it was 89%.
- Overall, feedback from ICVs show that detainees are generally very satisfied with the way they are treated and raise few complaints. This overall view was the same as last year.

Progress

- All concerns arising from visits were raised with the Chief Inspector of Custody immediately so that remedial action could be taken quickly. They are documented, and written responses provided on action taken.

- The Commissioner's Volunteer Manager oversees the scheme and should any complaint not be resolved to her satisfaction then it is escalated to a higher level with the Head of Crime and Justice.

Overall, feedback and ICVs visual inspections show that detainees are generally very satisfied with the way they are treated and only raise very few complaints.

Animal Welfare Lay Visiting Scheme

Animal Welfare Lay Visitors are independent volunteers from the local community who make unannounced visits to check on the welfare of animals engaged in Police work.

The Nottinghamshire Scheme has grown from five to eight Animal Welfare Lay Visitors who visit the Police dogs once or twice a month, but more often in the summer months when the weather is hotter. The volunteers work in co-ordination with the RSPCA basing their visits on:

- Freedom from hunger and thirst.
- Freedom from discomfort.
- Freedom from pain, injury and disease.
- Freedom to express normal behaviour.
- Freedom from fear and distress.

Police Dog Pension Scheme

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

Some dogs work up to their retirement age, but others who may have been injured on duty or are unable to carry out their duties due to illness, may retire earlier.

When a dog approaches retirement either due to ill health or old age, a retirement fund will ensure that medical expenses relating to work-related injuries/illnesses are reimbursed for three years, up to £500 per year, based on an individual veterinary assessment. This policy is reviewed on an annual basis.

Performance

- The Animal Welfare Lay Visitors made 10 visits to the kennels in 2014-15 – the same as last year
- Visits to observe training with the RSPCA were also undertaken.
- 107 individual inspections of Police dogs were made overall. Last year there were 114.

Progress

- The Commissioner has been working with the Force to upgrade and improve the provision of kennels for operational Police dogs.
- The RSPCA found that the new and portable fabricated kennels on site were adequate for the purposes of holding Police dogs on a short term basis but a longer term solution needs to be found.
- The existing kennels within the main complex will be replaced with new and energy efficient units, supported by modern management facilities.

Mystery Shopper and Review of the 101 Non-emergency Telephone Number

A Mystery Shopper scheme has been created and involving numerous volunteers is now fully active. As part of the scheme, a sample of calls made to the 101 non-emergency number was analysed.

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

From January to June 2014, Mystery Shoppers visited Police Stations to note waiting times, provision of information, the professionalism of front counter staff, the cleanliness of the Police Station, whether opening times were clearly displayed, the car parking facilities and disability access.

In addition, Mystery Shoppers listened to recorded phone calls to Nottinghamshire Police (randomly selected) assessing the greeting, any transferred calls, whether the caller could hear the handler clearly, whether the caller was satisfied at the end of the call and overall professionalism.

Performance

- Fifteen visits made to Police Stations where waiting times and provision of information and professionalism was assessed.
- 29 Police Station visits made
- Seven young Mystery Shoppers aged 15 to 18 navigated the new Nottinghamshire Police website and provided feedback.
- 129 recorded 101 phone calls to Nottinghamshire Police were randomly selected, listened to and assessed by adult MSVs.
- All MSV visits were attended to in less than five minutes at open front counters of Police Stations.

- In most cases Police Staff appeared interested and were helpful.
- Staff were considered to be polite and courteous to callers. It was felt they were genuinely interested in the callers' concerns and provided them with jargon-free help and advice.

Progress

The findings have been analysed and reviewed with the Force to enable them to respond to the issues raised. Overall, the feedback is very good but Mystery Shoppers were asked to make recommendations where further improvements could be made and thereby improve service provision still further.

An initial review of the findings illustrated where some improvements could be made:

Police Station Visits:

- No information available to hand out on recruitment and career opportunities. Information unavailable on Force website.
- Signs about privacy of conversation should be displayed in the front counter area.
- Police Stations should be better signed from the main road.
- Adequate and clearly signed and marked parking bays should be available for visitors especially those with mobility problems.
- Police Station reception staff may benefit in interpersonal skill training.

Nottinghamshire Police Website:

- Neighbourhood Priority Survey and Neighbourhood Alert should be clearer and easier to find from the Home page.
- The addition of a 'Twitter Feed' on the Home page would be useful for online chat.
- Neighbourhood Policing pages should show the same information in all areas. Some meetings are under different names and some have no meetings at all. Local priorities should be updated more often.
- What age is the Youth Zone aimed at?
- The recruitment section could be expanded with more information about qualifications and work experience.
- The site could be more mobile/tablet friendly.

101 Recorded Calls

- There is no consistency in the way the calls are answered.

- Customers could be provided with alternative contact details, especially if the enquiry is not a matter for the Police.

Cost Comparison Office of the Police and Crime Commissioner

The Commissioner pledged to reduce the running costs of his Office while ensuring that staffing roles were in line with his legal responsibilities and the governance requirements. The table below shows the breakdown since he took office on 22 November 2012.

	2011/12	2012/13	2013/14	2014/15	2015/16
	Police Authority (PA)	PA/PCC	PCC	PCC	PCC
	£m	£m	£m	£m	£m
Total Budget	1.3	1.2	1.1	1.1	1.1
Actual Spend	1.2	1.1	1	1.1	

A further £0.2m has been generated from the grants and commissioning budget which stands at approximately £3.5m.

It can be seen that the comparative costs of the Office of the Police and Crime Commissioner (OPCC) in the current year (2015-16) has reduced by £250,000 when compared to 2012-13. This represents a reduction of 20% in actual terms which if inflation, pay awards and so on are taken into account, amounts to a real reduction of around 25%.

[HMIC's value for money profile for 2014](#)¹⁹ showed the cost of Nottinghamshire OPCC at £0.69 per head of population. This compares with a figure of £1.02 for the national average and £0.85 for the average of similar forces. Analysis of the data provided by HMIC identifies that the commissioner's office costs is 8th lowest nationally in terms of cost per 1000 population.

Summary Revenue Expenditure (2015-16)

The Commissioner is continuing to manage further reductions in funding for the current Comprehensive Spending Review (CSR) and also the probable reductions in funding in the next CSR. This budget is based on this premise and has to be taken within the context of the Commissioner's longer term plans.

Expenditure 2015-16	2015-16 £m
Previous Expenditure	191.8
In year increases	8.4
Transformation Programme costs	2
Sub-total Expenditure	202.2
Efficiencies	-11
Use of Reserves	-3
Total Net Expenditure	188.2

The revenue and net expenditure [budget for 2015-16](#) is £188.2m and is summarised in the tables left and

¹⁹ <http://www.justiceinspectorates.gov.uk/hmic/wp-content/uploads/nottinghamshire-value-for-money-profile-summary-2014.pdf>

below²⁰. A detailed breakdown is shown at **Appendix E**.

Net Expenditure Budget	2015-16 £m
Employee	158.8
Premises	6
Transport	5.9
Supplies & Services	14.1
Agency & Contract Services	11.3
Pensions	4.5
Capital Financing	6.3
Income	-4.7
Efficiencies	-11
Use of Reserves	-3
Total Net Expenditure	188.2

The table (left) details how the net budget expenditure is broken down.

In order to balance the budget for 2015-16 efficiencies of £11m need to be delivered.

The Force is making major changes through the Delivering the Future programme and collaborative projects in order to deliver these efficiencies.

Efficiencies 2015-16	2015-16 £m
Collaboration	1.3
Procurement	0.8
Estates	0.3
Corporate services	1.9
Transport	0.8
Operational Efficiencies	1.4
Income generation	0.4
Total	6.9

The Commissioner is highly supportive of the Collaboration projects being delivered across the region and is committed to further such work in both operational policing and organisational support areas. Keen to see this programme progressed swiftly, he is aware that this is imperative if the required savings for all the East Midlands' Commissioners and their Forces are to be met.

Further Savings identified 2015-16	£m
Collaboration	0.5
Estates	0.1
Corporate Services	0.8
Operational Efficiencies	1.9
Commissioner's Office	0.1
Other	0.7
Total	4.1

²⁰ <http://www.nottinghamshire.pcc.police.uk/Document-Library/Our-Money/2015-2016-Documents/Budget-Report-2015-16.pdf>

HMIC Validation and Audit

A number of audits and inspections conducted over the last 12 months have led to improved standards in policing services.

During 2014-15, HMIC carried out a number of inspections and published a number of [reports](#).²¹ The Commissioner reviews these reports and ensures that any recommendations are considered and implemented. His [written responses](#) to HMIC reports are published on his website.²²

The 2014 Crime Inspection looked at how effective the Nottinghamshire Force is at cutting crime. The public expects the Police to reduce, prevent and investigate crime, bring suspects to justice and, in conjunction with other services and agencies, care for victims. HMIC assessed three specific areas as shown in the table below and made a number of recommendations to help bring further improvements. It can be seen that overall the Force is considered good with some areas requiring improvement:

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

RSM Tenon (Now Baker Tilley):

During 2014-15, Internal Audit carried out a number of reviews and published the following reports for both the Commissioner and jointly with the Force. The Commissioner reviews these reports and ensures that recommendations are considered and implemented. These reports are also examined and scrutinised by Members of the [Joint Scrutiny and Audit Panel](#)²³ which provides feedback to the Chief Constable and Commissioner as appropriate.

- **PCC Volunteering (January 2015):** The audit provided assurances around the usage and effectiveness of Volunteers.

²¹ See HMIC Web Site:

<http://www.hmic.gov.uk/?type=publications&s=&cat=&force=nottinghamshire&year=2014>

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

²² <http://www.nottinghamshire.pcc.police.uk/Public-Information/HMIC-Reports.aspx>

²³ <http://www.nottinghamshire.pcc.police.uk/Public-Information/Meetings/Joint-Audit-and-Scrutiny-Panel/Audit-and-Scrutiny-Panel.aspx>

- **PCC Grant Scheme – Preventing Demand (February 2015):** The audit provided assurances around governance and monitoring arrangements in relation to the grant scheme.
- **PCC Partnerships (February 2015):** The audit provided assurances around the governance and monitoring arrangements in relation to partnerships entered into.
- **PCC Commissioning (February 2015):** The audit provided some guidance for the development of the Commissioning Framework.
- **Joint Collaboration – East Midlands Operational Support Services (February 2015):** Following input with representatives from the regional forces the review set out to confirm that there were clear objectives for EMOpSS, together with a robust business case.
- **Joint follow-up of Previous Internal Audit & Inspection Recommendations – (March 2015):** To provide assurances around the implementation of recommendations previously made.
- **Joint Victim Code of Practice – (March 2015):** The purpose of the audit was to demonstrate compliance with the new Code of Practice for Victims of Crime.
- **Follow-Up Crime Recording for PCC – (March 2015):** This audit provided independent assurance around the implementation of recommendations included within the 2013-14 Crime Recording audit that focused on the robustness of the governance framework, processes, accuracy and management information.
- **Joint Collaboration – Innovation Fund – (April 2015):** Following input with representatives from the regional forces the review set out to confirm clear and effective arrangements in place for monitoring and reviewing Innovation Fund bids.

Completed HMIC Inspections:

A summary of HMIC inspections are shown below:

- **Rape Monitoring Group: Digests and data 2013-14 - Data (12 March 2015):** On behalf of the national Rape Monitoring Group (RMG), HMIC has published 42 local area digests to provide a data set to enable more thorough analysis of how rape is dealt with in a particular area of England and Wales.
- **Nottinghamshire – national child protection inspection - Child protection (11 February 2015):** This inspection examined child protection in Nottinghamshire Police in September 2014. It is part of a rolling programme of inspections of all police forces in England and Wales.
- An inspection on the effectiveness and efficiency of the single counter-terrorism grant in the East Midlands region Police and Crime Commissioners (10 December 2014): In June 2014, the East Midlands PCCs asked HMIC to inspect the effectiveness and efficiency of the single counter-terrorism grant

arrangement at the East Midlands Special Operations Unit. The East Midlands region comprises the police forces of Derbyshire, Leicestershire, Lincolnshire, Northamptonshire and Nottinghamshire. HMIC previously inspected the wider collaboration arrangements for these forces in 2013.

- **Crime inspection force reports (27 November 2014):** This inspection looks at how effective police forces are at cutting crime. The public expects the police to reduce, prevent and investigate crime, bring suspects to justice and, with other services and agencies, care for victims. Victims are at the heart of this inspection and are entitled to a service from the police. This service includes regular information about their case as well as the opportunity to provide an impact statement and have their say on potential criminal justice outcomes.
- **Police integrity and corruption force reports (27 November 2014):** This inspection was designed to focus on the arrangements in place to ensure those working in police forces act with integrity.
- **Crime-recording: making the victim count: Crime recording (18 November 2014):** In its 2013/14 inspection programme, approved by the Home Secretary under section 54 of the Police Act 1996, HMIC committed to carry out an inspection into the way the 43 police forces in England and Wales record crime data. HMIC examined and assessed the integrity of crime data in each force.
- **Strategic policing requirement inspection – force findings - Strategic Policing Requirement (7 November 2014):** In September 2013, HMIC inspected 18 forces as part of our three-year programme to examine the arrangements that forces have in place to meet the strategic policing requirement.
- **Value for money profiles - 2014 (31 October 2014):** The Value for money (VfM) profiles provide comparative data on a wide range of policing activities. For instance: does your force spend more or less than other similar forces? Does it receive fewer or more 999 calls? How does the crime rate differ from other force areas?
- **Core Business: An inspection into crime prevention, police attendance and the use of police time (4 September 2014):** This report examines all 43 police forces in England and Wales. It looks at three principal aspects of day-to-day policing: the prevention of crime; how crime is investigated and offenders are brought to justice; and freeing up and using police time more efficiently (which includes the use of modern technology).
- **Crime data integrity force reports – Crime recording (28 August 2014):** In its 2013-14 inspection programme, approved by the Home Secretary under section 54 of the Police Act 1996, HMIC examined and assessed the integrity of crime data in each force.
- **Policing in Austerity: Meeting the Challenge - Value for money (22 July 2014):** The efficiency and effectiveness of the police depend on forces having the resources they need to prevent crime, catch criminals and keep communities safe. When the 20% reduction to the central government funding

grant was announced in October 2010, HMIC committed to inspecting the forces' responses, and the effect this is having on policing.

- Strategic Policing Requirement: An inspection of how police forces in England and Wales deal with threats to public order - Strategic Policing Requirement (12 June 2014): This is one of three reports about how forces comply with the Strategic Policing Requirement (published by the Home Office in July 2012), being published by HMIC this year. It examines how well the police service has met the requirements of the Strategic Policing Requirement in relation to the threat to public order.
- Strategic Policing Requirement: An inspection of how police forces in England and Wales deal with threats of a large-scale cyber incident (including criminal attack) Strategic Policing Requirement (12 June 2014): This is one of three reports about how forces comply with the Strategic Policing Requirement (published by the Home Office in July 2012), being published by HMIC this year. It examines how well the police service has met the requirements of the Strategic Policing Requirement in relation to the threat of a large-scale cybercrime.



APPENDIX A - CRIME REDUCTION PERFORMANCE BY CRIME TYPE (2014-15)

	Year-to-date performance				Target Position			Month-to-date performance			
	2014/15	2013/14	Volume Change	Percentage Change	Current Target	Difference from Target	Percentage Difference from Target	March 2015	March 2014	Volume Change	Percentage Change
All Crime	72,459	68,517	3942	5.8%	68,516	3943	5.8%	6,176	6,114	62	1.0%
Homicide	9	13	-4	-30.8%	12	-3	-25.0%	1		1	
Violence with injury	9,563	8,160	1403	17.2%	8,159	1404	17.2%	856	780	76	9.7%
Violence without injury	6,815	5,352	1463	27.3%	5,351	1464	27.4%	603	513	90	17.5%
Rape	687	383	304	79.4%	382	305	79.8%	81	41	40	97.6%
Other sexual offences	1,209	720	489	67.9%	719	490	68.2%	147	87	60	69.0%
Robbery of business property	101	113	-12	-10.6%	112	-11	-9.8%	7	9	-2	-22.2%
Robbery of personal property	908	962	-54	-5.6%	961	-53	-5.5%	62	80	-18	-22.5%
Burglary dwelling	4,074	4,482	-408	-9.1%	4,481	-407	-9.1%	221	363	-142	-39.1%
Burglary other	4,605	4,494	111	2.5%	4,493	112	2.5%	405	409	-4	-1.0%
Theft of motor vehicle	1,153	1,395	-242	-17.3%	1,394	-241	-17.3%	116	112	4	3.6%
Theft from motor vehicle	4,778	5,266	-488	-9.3%	5,265	-487	-9.2%	413	499	-86	-17.2%
Vehicle interference	893	295	598	202.7%	294	599	203.7%	92	29	63	217.2%
Theft from person	1,225	1,527	-302	-19.8%	1,526	-301	-19.7%	127	128	-1	-0.8%
Bicycle theft	2,124	2,239	-115	-5.1%	2,238	-114	-5.1%	118	207	-89	-43.0%
Shoplifting	7,858	7,535	323	4.3%	7,534	324	4.3%	725	699	26	3.7%
All other theft offences	8,640	8,688	-48	-0.6%	8,687	-47	-0.5%	761	673	88	13.1%
Criminal damage	9,930	9,747	183	1.9%	9,746	184	1.9%	812	809	3	0.4%
Arson	407	390	17	4.4%	389	18	4.6%	30	37	-7	-18.9%
Victim-Based Crime	64,979	61,761	3218	5.2%	61,760	3219	5.2%	5,577	5,475	102	1.9%
Trafficking in drugs	768	693	75	10.8%	692	76	11.0%	95	67	28	41.8%
Possession of drugs	2,744	2,996	-252	-8.4%	2,995	-251	-8.4%	176	277	-101	-36.5%
Possession of weapons offences	581	562	19	3.4%	561	20	3.6%	67	48	19	39.6%
Public order offences	2,392	1,712	680	39.7%	1,711	681	39.8%	177	182	-5	-2.7%
Miscellaneous crimes against society	995	793	202	25.5%	792	203	25.6%	84	65	19	29.2%
Other crimes against society	7,480	6,756	724	10.7%	6,755	725	10.7%	599	639	-40	-6.3%



APPENDIX B – CRIME REDUCTION PERFORMANCE BY AREA (2014-15)

	Year-to-date performance				Target Position			Month-to-date performance			
	2014/15	2013/14	Volume Change	Percentage Change	Current Target	Difference from Target	Percentage Difference from Target	March 2015	March 2014	Volume Change	Percentage Change
Force	72,459	68,517	3942	5.8%	68,516	3943	5.8%	6,176	6,114	62	1.0%
City Division	31,568	30,210	1358	4.5%	30,209	1359	4.5%	2,572	2,731	-159	-5.8%
County Division	40,891	38,307	2584	6.7%	38,306	2585	6.7%	3,604	3,383	221	6.5%
County West	14,289	13,384	905	6.8%	13,383	906	6.8%	1,291	1,190	101	8.5%
Ashfield	6,778	6,650	128	1.9%	6,649	129	1.9%	617	559	58	10.4%
Mansfield	7,511	6,734	777	11.5%	6,733	778	11.6%	674	631	43	6.8%
County East	13,438	12,198	1240	10.2%	12,197	1241	10.2%	1,159	1,087	72	6.6%
Bassetlaw	7,533	6,871	662	9.6%	6,870	663	9.7%	636	596	40	6.7%
Newark & Sherwood	5,905	5,327	578	10.9%	5,326	579	10.9%	523	491	32	6.5%
County South	13,164	12,725	439	3.4%	12,724	440	3.5%	1,154	1,106	48	4.3%
Broxtowe	4,735	4,708	27	0.6%	4,707	28	0.6%	418	374	44	11.8%
Gedling	5,051	4,647	404	8.7%	4,646	405	8.7%	432	390	42	10.8%
Rushcliffe	3,378	3,370	8	0.2%	3,369	9	0.3%	304	342	-38	-11.1%
City Division	31,568	30,210	1358	4.5%	30,209	1359	4.5%	2,572	2,731	-159	-5.8%
City Central	8,813	8,393	420	5.0%	8,392	421	5.0%	707	802	-95	-11.8%
City Centre	7,167	7,310	-143	-2.0%	7,309	-142	-1.9%	633	652	-19	-2.9%
City North	8,882	8,509	373	4.4%	8,508	374	4.4%	704	697	7	1.0%
City South	6,706	5,998	708	11.8%	5,997	709	11.8%	528	580	-52	-9.0%

APPENDIX C – PARTNERSHIP LOCALITY PROGRAMME

Partnership Locality Working Programme

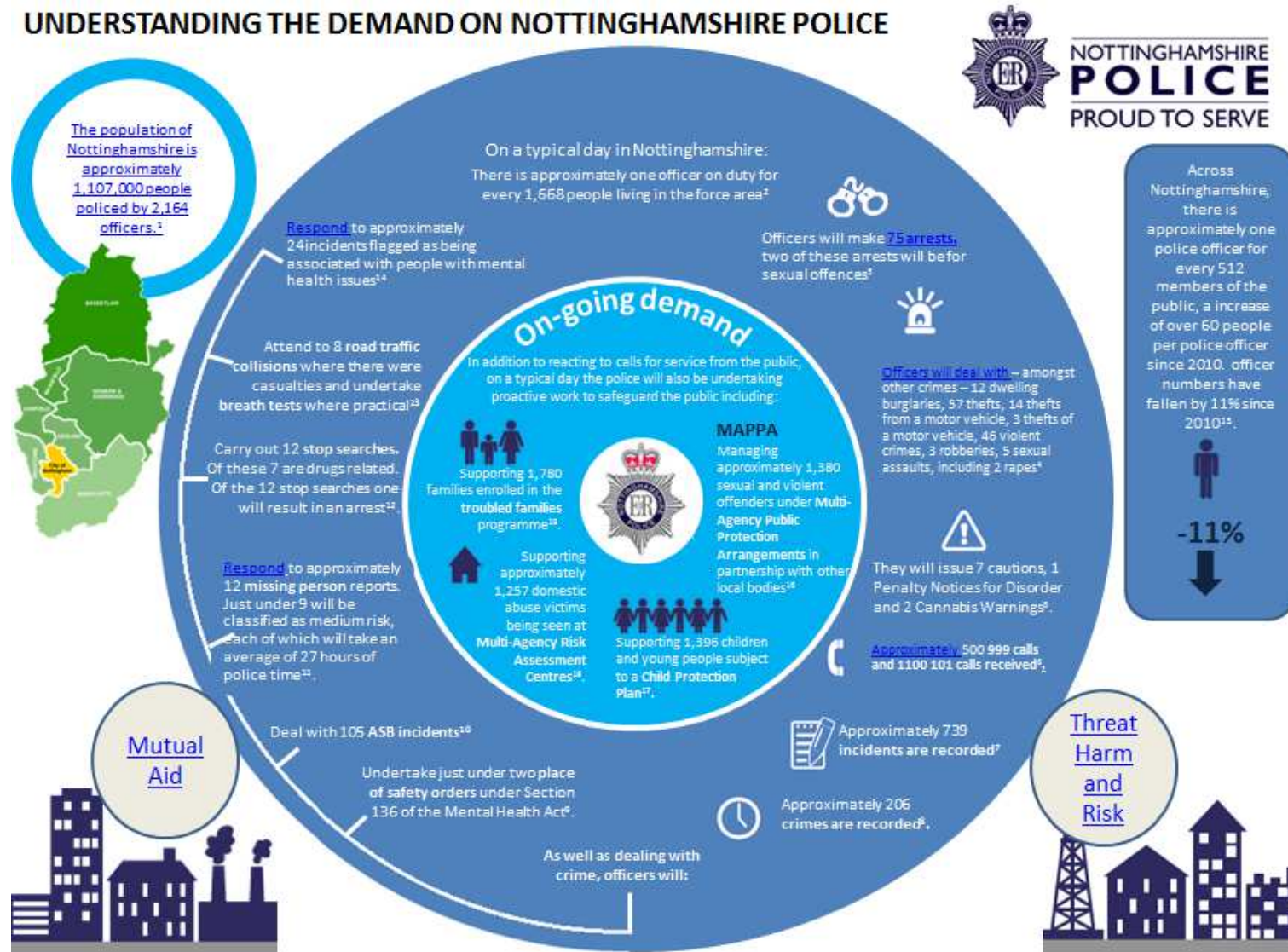



Vision: Winning together – by better working together to improve the safety, health and confidence of individuals in our communities

Principles	<ul style="list-style-type: none"> • Commitment to local by default • Integrated early intervention / problem solving together • Community and individual empowerment • Shared definition of neighbourhoods • Integrated enforcement linked to problem solving • Information is shared • Pooled budgets / resources (spend on proven evidence base) • Medium to long term commitment 									
Work streams	Leadership and Governance	Needs Assessment to Understand Demand	County wide Approach to Town Centres	Communication	Community Consultation and Engagement	New Ways of Working	Joined up Enforcement	Developing Community Assets	Joined up Problem Solving	Value for Money
Key Work	<ul style="list-style-type: none"> • Outline proposal for new governance and leadership for Town Centre and Neighbourhoods • Leadership development programme • Culture 	<ul style="list-style-type: none"> • Rapid needs assessment for each area • Evidence based • Intelligence picture • National Gathering data/ benchmarking 	<ul style="list-style-type: none"> • Good practice identified and shared • Common themes issues shared • Shared intelligence • Coordinated approach 24/7 solution rather than day time only 	<ul style="list-style-type: none"> • Communication programme • Supporting project communication plans • Stakeholder and community focused marketing 	<ul style="list-style-type: none"> • Community engagement and consultation plan • Identify gaps in existing engagement and consultation 	<ul style="list-style-type: none"> • Technology and information sharing • Systems thinking • New processes • Key performance measures • Lessons learned • Shared portal 	<ul style="list-style-type: none"> • Working with partners such as Trading Standards • Vulnerable families • Housing • Health • Local Authorities • Education 	<ul style="list-style-type: none"> • Community assets • Building volunteering 	<ul style="list-style-type: none"> • Prevention • Interdependencies with established programmes such as Troubled Families and IOM 	<ul style="list-style-type: none"> • Cost benefit analysis • Efficiency savings
Outcomes	Benefits <ul style="list-style-type: none"> • Strong local leadership 	Benefits <ul style="list-style-type: none"> • Single locality needs assessment • Understanding demand 	Benefits <ul style="list-style-type: none"> • Single operating model • Clear definition and understanding of new ways of working and core service delivery 	Benefits <ul style="list-style-type: none"> • Improved communication with communities • Improved trust and confidence 	Benefits <ul style="list-style-type: none"> • More engaged communities 	Benefits <ul style="list-style-type: none"> • Single point of access • Single response • Single operating model 	Benefits <ul style="list-style-type: none"> • Increased productivity (through increased efficiency and effectiveness) 	Benefits <ul style="list-style-type: none"> • Lead locality team manager • Increased knowledge of communities 	Benefits <ul style="list-style-type: none"> • Joint business planning and review • Integrating programmes of work across services to achieve shared goal 	Benefits <ul style="list-style-type: none"> • Measure benefits • Assess the impact of the programme • Compare costs and benefits
Evaluation	Outputs <ul style="list-style-type: none"> • Services designed around citizens – Demand and processes are person shaped and not service shaped. • Early intervention – Addressing causes in preference to symptoms. • Joined up problem solving – Highlighting the real rather than perceived problems which require joined up intervention for complex/wicked problems. • Improved relationships – Increase in trust, confidence and satisfaction by service users who are helped to help themselves. • Seamless services – One team approach and resolves the problem for the service user. 					Outcomes <ul style="list-style-type: none"> • Healthier communities – Health Specialist to decide. • Community empowerment – Communities engaged and making important decisions on what is actioned locally and holding service providers to account. • Increased trust, confidence, satisfaction – Use of current measures and by survey work. • Reduced demand – Partnership demand that is mapped and bench marked and is seen to be winning together – everyone benefits. • Increase efficiency and effectiveness – A reduction in cost and resourcing. • Reduced threat, harm and risk – To be agreed with partners. 			Development <ul style="list-style-type: none"> • Key performance Management Framework • Value for money – cost benefit analysis 	
Cross cutting themes	Cross cutting themes <ul style="list-style-type: none"> • Community leadership – Cllr led, community focussed, community buy in, solutions and actions. • Programme management – Change that is delivered to a set framework. • Resources to be spent on an approved tactical menu to deliver integrated services – clear commissioning on evidence base (To be moved to Principles) • Integrating programmes of work across services to achieve shared goals – opportunity to link key strategic pieces of work around integrated family services, prevention, offender management, neighbourhood management and partnership plus. • Identifying efficiencies – Shared systems thinking and application to address duplication and waste. 									

APPENDIX D – DEMAND FOR SERVICE

UNDERSTANDING THE DEMAND ON NOTTINGHAMSHIRE POLICE



APPENDIX E – 2015-16 BUDGET (£m)

Payroll	
Police Pay & Allowances	103.1
Police Overtime	3.3
Police Staff Pay & Allowances	51.5
Police Staff - Overtime	0.4
Other Employee Expenses	0.5
	158.8
Other Operating Expenses	
Premises Running Expenses	6.0
Transport Allowances	0.7
Transport Costs	5.9
Equipment, Furniture & Materials	0.4
Expenses	0.1
Clothing, Uniform & Laundry	0.5
Printing & Stationery	0.6
Comms & Computing	5.9
Miscellaneous Expenses	2.2
Supplies & Services	3.7
Agency & Contract Services	11.3
Pensions	4.5
Capital Financing	6.3
	48.1
Total Expenditure	206.9
Income	
Special Services	(0.3)
Fees, Reports & Charges	(0.3)
Other Income	(3.9)
Other Operating Income	(0.2)
	(4.7)
Efficiencies	(11.0)
Use of Reserves	(3.0)
Total	188.2

APPENDIX B

POLICE AND CRIME PLAN (2014-18)

COMMISSIONER'S PLEDGES AND STRATEGIC THEMES UPDATE

Final

12 MONTH UPDATE (Apr 2014 to Mar 2015)

NB: For more detailed information please refer to previous reports¹

STATUS KEY and Results:

Green	Achieved or Adequate Progress being Made
Number & %	75 (89.3%)

Amber	Started but Inadequate Progress or Risk that it won't be achieved
Number & %	8 (9.5%)

Red	Not Started or likely that it won't be achieved
Number & %	1 (1.2%)

¹ <http://www.nottinghamshire.gov.uk/dms/Meetings/tabid/70/ctl/ViewMeetingPublic/mid/397/Meeting/3257/Committee/504/SelectedTab/Documents/Default.aspx>

A Total of 84 Actions See Key to Lead Officers [click here](#)

Ref	COMMISSIONER'S PLEDGES	STATUS (RAG)
PL1-C01	Campaign against Government funding cuts to Nottinghamshire's Police and Crime Budget	
CR	<ul style="list-style-type: none"> • A review of the current funding formula is in process and both the Commissioner and the CFO are part of the national working groups in relation to this. In the meantime, all possibilities to change the way we work and reduce costs are being considered and actioned. • Funding is identified as red in the risk register as it continues to be a major challenge despite mitigation. In 2014/15 reserves have been used to offset under achievement in efficiencies. • The Commissioner continues to represent Nottinghamshire at national and regional meetings. He is Chair on the national APCC Standing group for Resources, Efficiency and Strategic Finance and attends HO Silver and Gold Groups for Police Finance and Resources. This has meant that he is at the heart of the decision making process around the change to funding and can influence to ensure the Notts does not lose out the way it has in the past. • The Commissioner also attends other national meetings with the HMIC and National Retail Crime Steering Group. During 2014-15 he chaired the regional PCC Collaboration board. • All of this ensures that Nottinghamshire has a key influencing role in ensuring a better deal for policing. 	A
PL2-F01	Improve Community Policing across Nottinghamshire by taking on 150 extra Police Officers and 100 Police Community Support Officers (PCSOs)	
AB+SA	<ul style="list-style-type: none"> • After a period of sustained recruitment activity 150 Officers were recruited by February 2014 and 100 PCSOs by July 2014. However, see also T7-C06 on current numbers. 	R

PL3-F02	Work in partnership to reduce anti-social behaviour by 50%	
AB	<ul style="list-style-type: none"> • The Force is continuing to show an increase in ASB with a significant long-term upward trend. However, ASB fell in by 34.6% compared to the 2011-12 baseline. In 2013-14 ASB fell by 6.5%. In 2014-15 ASB has increased by 8.5% due largely to noise related complaints so the current performance against this pledge is -33.6% or 19,456 fewer incidents compared to the 2011-12 baseline. • A further 16.4% reduction is required over the next 12 months to achieve this pledge. It is still possible to achieve but it will be challenging. 	A
PL4-C02	Give extra priority and resources to domestic violence and crimes against girls and women	
NW	<ul style="list-style-type: none"> • The Commissioner prioritised support for domestic violence survivors including girls and women in 2013-4, by investing in new services. New services included support for teenagers, additional support for women at medium risk and complex needs and a McKenzies Friend project. He also secured additional MoJ funding to support delivery of healthy relationship programmes to female survivors of all ages and to pilot group therapeutic work. • During 2014-5 the Commissioner maintained his 2013-4 investment into support services. • In addition, the Deputy Commissioner oversaw the implementation of the County Domestic Abuse review, working with Nottinghamshire County Council to co-commission new integrated domestic support services. The tender process stated in: March 2015. The contract will be awarded in July 2015, with new services in place by 1 October. • During 2014-5 the Deputy Commissioner chaired the Joint Commissioning Group in Nottingham City which includes the City Council and Nottingham Clinical Commissioning Group. The Joint Commissioning Group has begun work on developing an outcomes framework for providers. It will co-commission new integrated domestic and sexual violence support services to be in place from April 2016. • The Commissioner's academic research into the type of support required for repeat survivors of medium risk domestic abuse identified interim findings suggesting that medium risk repeat survivors require on-going long term support from a consistent key worker. The findings were incorporated into the specification for the County Domestic Abuse tender and will also be incorporated into the city's new services. 	G
PL5-C03	Ensure that victims of crime are treated as people, not cases, and Victim Support is properly funded	

NW	<ul style="list-style-type: none"> • During 2014-5 the Commissioner consulted with victims and the people who work with victims about what future support services should look like. A report was published summarising the results of the consultation and making recommendations for future services. These recommendations were incorporated into the Commissioner's specification for a new integrated victims' support service. In addition, the Commissioner consulted on and published his Victims' Strategy. • As an "early adopter" of commissioning victims' support services, the Commissioner funded Victim Support to support victims of crime from October 2014. He provided also provided additional funding to Victim Support to support victims of anti-social behaviour in the city and county. All support is victim-centred, meeting the needs of victims to cope and recover. 	G
PL6-C04	Be fair, honest and protect taxpayers' money	
CR	<ul style="list-style-type: none"> • All decisions in relation to the use of public money for policing are published on the Commissioner website. In addition to this the Commissioner has regular meetings throughout the year with stakeholder representatives offering the chance for their views and inputs to be taken into account. The public meetings, community engagement events and walkabouts also provide the Commissioner with the opportunity to listen to the public views. Value for money is at the heart of every decision and this is demonstrated in the VFM opinion given by external audit each year. This will be reported to the Audit & Scrutiny meeting in September. Also, the Commissioner has set a strategic theme 'Spending your money wisely' to ensure increased scrutiny of this pledge and any decisions taken with regard to regional business cases. • Various consultation and engagement exercises were conducted over the last year to identify the relevant issues from communities to refresh the planning and prioritisation of policing and community safety. The consultation and engagement activities have been analysed and in which it was identified that 53% of respondents from the Residents Survey would be prepared to pay more for policing with a further 14% responding with a maybe. 	G

Commissioner's Seven Strategic Themes

1	Protect, support and respond to victims, witnesses and vulnerable people	
T1-C01	C - Complete the County wide review of domestic violence services to provide recommendations to improve services	STATUS (RAG)
SM	<ul style="list-style-type: none"> The Review is complete and has been published on the Commissioner's web Site. A joint commissioning process with Nottinghamshire's County Public Health is underway which will take into account the findings of the review, and will also be aligned to the budget cycle. A joint commissioning exercise is also taking place with Nottingham City Partners. Commissioning process for domestic violence services is underway in both City and County, and will be complete by Autumn 2015. The Commissioner is committed to spending the same level of funding on DV services compared with previous years. 	G
T1-C02	C - Design and commission core and targeted services for victims	
NW	<ul style="list-style-type: none"> After independently facilitated consultation with victims and providers about what future support services should look like, which was conducted during 2014, in September 2014 the Commissioner published a tender for a new integrated victim support service. The contract was part-awarded to Victim Support in February 2015, with a new model of victims support services provided from 1 April 2015. The new services are victim-centred, enabling victims to achieve cope and recover outcomes. The service supports victims of anti-social behaviour, crime, hate incidents, identity theft and road traffic collisions. Specialist services are commissioned separately for survivors of domestic and sexual abuse. The Commissioner published a tender for an integrated victim-initiated restorative justice service in October 2015. The contract was awarded to Remedi in February 2015, with the new services provided from 1 April 2015.- See also T2-C01. 	G
T1-C03	C - Improve BME recruitment, training, stop and search experience of policing together with implementing the commissioned research recommendations	
PG	<ul style="list-style-type: none"> Following the commissioned research and report of July 2013, a BME Steering Group has been established to oversee the implementation of the recommendations being taken forward by the Working Group. Significant changes have been made in relation to stop and search procedures and governance. A database has been developed which affords greater scrutiny for supervisors and managers. Extensive work has also been undertaken to increase BME representation resulting in a 	G

	significant increase in BME Police officer recruitment i.e. from 4.69% in 2013 to 15.62% in 2014. Both BME Steering and Working Groups continue to meet monthly to discuss and respond to issues relating to this activity. The Commissioner provided the BME Steering Group a further £9k for 2015-16 to enable the work to be further advanced. In addition, £25k is to be provided during 2015-16 to fund an external BME training provider to train police officers on a range of diversity issues (attitude, behaviour and cultural awareness) connected with stop, search and other encounters prior to the rollout and use of body worn video.	
T1-C04	C – Improve support for young victims of crime, safeguarding children and vulnerable adults	
NW	<ul style="list-style-type: none"> During 2014-5 the Commissioner grant funded a number of voluntary sector led projects to improve support for young victims of crime. These include funding a city and county wide service to support teenage survivors of domestic abuse, counselling support for young victims of sexual violence, and group work with vulnerable young women. He has also funded an initiative to help professionals working with children to identify child sexual exploitation and a project to provide very vulnerable victims with intensive support. Young people were actively involved in the victims' consultation mentioned above and helped to shape the future of victims' services. Reports from the projects mentioned above will be finalised in Qrt1 2015-16. 	G
T1-C05	C – Work in partnership to ensure vulnerable people are dealt with more appropriately under Section 136 of the Mental Health Act 2007	
SM	<ul style="list-style-type: none"> The Mental Health Crisis Concordat Conference was held on the 25 September 2014 in collaboration with the Clinical Commissioning Group(s) (CCGs). A key priority area was to address the use of Section 136 of the Mental Health Act 1983. An Action Plan is due to follow and will be put together over the next quarter, including the actions to reduce the use of Section 136. A Crisis Concordat action plan has been developed and was submitted to the national Crisis Concordat team in March 2015. The action plan will be implemented from April 2015 onwards. There is a clear priority within the plan to reduce the use of Section 136 for both adults and children. A target has been set that there will be no further inappropriate detentions of under 18s from April 2015, and from October 2015, no further inappropriate detentions of adults. 	G
T1-C06	C- The Force and Partners should place a greater focus on identifying and understanding new and emerging communities (e.g. Sherwood and Hyson Green) and change its data recording systems to facilitate analysis of both victims and offenders by including 'Country of birth'. This will assist in identifying white Europeans from Eastern	

	Europe.	
KS	<ul style="list-style-type: none"> The Commissioner has led a 'European Migration Seminar: New and Emerging Communities. This seminar provided an opportunity to discuss those issues that stakeholders and partners understand as the challenges in the way we currently deliver services and help identify ways to improve policies and operational changes. This is of crucial importance if we are to make the best use of limited financial resources. The Commissioner is in discussion with Nottingham University to employ a Phd student to undertake research to better understand new and emerging communities. 	A
T1-C07	C - The Commissioning Officer for the Commissioner should ensure that the findings of the former Police Authority's scrutiny into Domestic Abuse are considered and addressed as part of the new commissioned services for victims and witnesses.	
NW	<ul style="list-style-type: none"> The findings were considered and incorporated into the County Domestic Violence Review. This was published in April and discussed at a widely attended domestic violence conference hosted by the Commissioner in May 2014. 	G
T1-F01	F - Ensure that the diverse needs of detainees are met and risks in custody are managed appropriately	
AB	<ul style="list-style-type: none"> Custody continues to support and address the diverse needs of detainees. Translations are now provided for all critical interventions made by custody staff, during the detention of a Non-English speaking detainee. In 2014, a small group of qualified custody visitors have been trained by Special Branch to make visits to detainees detained under the Terrorism Act. <p>During the year 2014-15, there were 225 custody visits made which is the same as last year. 803 detainees were offered a visit albeit 65 declined the offer. Last year the figures were 890 and 72 respectively. On average three detainees were seen during each visit which is slightly less than last year.</p> <p>Foreign National / Non-English Speaking Detainees:</p> <ul style="list-style-type: none"> Translations are now provided for all critical interventions made by custody staff, during the detention of a Non-English speaking detainee. 	G

	Mental Health: <ul style="list-style-type: none"> • See also Action T1-C05 above. • Custody have welcomed the co-location of the 'Street Triage team' and are working towards a more introspective use of their talents – during periods of non-commitment / attendance as directed via the Control Room. It is hoped that the 'Triage team' can expedite / facilitate the assessment and movement of detainees suffering with mental health issues that arrive in custody; complimenting their role of diversion from custody. • The Commissioner set a new target in his revised Police and Crime Plan (2014-18) to reduce the number of non-crime related mental health patients detained in custody suites compared to 2013-14. Recent analysis (April 2014 to February 2015) shows a 54% reduction compared to last year. • The number of non-crime related Section 136 arrests continues to be low month on month due to the Street Triage team. After attendance at required incidents the main outcomes are referrals to services and no further action, with very few Section 136 arrests or arrests for crime. 	
T1-F02	F - Focus on understanding and responding to the individual needs of victims and witnesses, in line with the Code of Practice for victims of crime	
AB	<ul style="list-style-type: none"> • Criminal Justice have the responsibility for delivering VCOP via the Witness Care Unit, the Force are compliant with almost all factors of the VCOP. A Chief Inspector is currently completing a gap analysis on Force delivery against the VCOP on behalf of the Commissioner and in preparation for the HMIC Inspection in October 2014. • The Victims Code of Practice Gap analysis has been completed and action has been taken as a result of this. On all crime incidents a "Victims Code of Practice" working sheet is mandatory for completion, which signposts officers to the Victims Code of Practice and ensures the statutory needs assessments are completed, and the relevant actions taken as a result of this. Compliance is being monitored monthly and efforts are being made to ensure total compliance. An audit procedure has also been introduced to address compliance across all other aspects of the Victims Code, such as Victim Personal Statements. 	G
T1-F03	F - Improve road safety and protect the most vulnerable road users	
AB	<ul style="list-style-type: none"> • Calendar year data to September 2015 shows that the Force is currently recording 6.5% less KSIs than in the previous period, the national average figure for the same period is +4%. This equates to 33 less KSIs in number terms. The 2014 total was 35 confirmed fatalities which is 4 more than 2013. December 2013's big spike in fatalities wasn't repeated in 	G

	<p>2014. It should also be noted that there has been an increase in the numbers of slight injury casualties up 7.8% or 176 more than reported in the same period last year, with particular spikes involving pedal cyclists (up 41.5%) and motorcyclists (up 15%). Q4 preliminary data is likely to see deterioration in the KSI figure. October saw 40 serious collisions against 18 last year; November had 33 against 19 in 2013. Only December saw an improvement with 23 against 30 in 2013.</p> <ul style="list-style-type: none"> • 2015 has started on a positive note with just one fatality throughout January and February compared to 7 in 2014. January 2015 saw 23 serious collisions compared to 29 in 2014 which suggests a significant reduction in KSI's for the early part of 2015. • Operation Drosomter 4 was completed in late 2014 saw in excess of 6000 fatal 4 offences detected (i.e. speeding, mobile phone use whilst driving, drink/drug driving and not wearing seatbelts). 	
T1-F04	F - Prioritise the early identification, protection, support and response to those who are most vulnerable to crime, abuse, exploitation and repeat victimisation	
AB	<ul style="list-style-type: none"> • Policies are in place to identify vulnerable and repeat victims. • A Repeat Victimisation Dashboard is under development to provide information around repeat victimisation on a daily basis to all operational areas. • A new Community Trigger process became law in October 2014 which enables victims of anti-social behaviour (ASB) to request a multi-agency review of their case once certain criteria is met. The Community Trigger 'gives victims and communities the right to request a review of their case and bring agencies together to take a joined up, problem solving approach to find a solution.' District 'Community Trigger' policies allows for appeals to be considered by the Police and Crime Commissioner. • The review can be requested by the victim or another person acting on their behalf, such as a family member, MP or councillor. In order to request a community trigger, a single ASB case must have been reported 3 times or more within the last 6 months. 	G
T1-F05	F - Strive to understand, engage and communicate with all of our communities	
AB	<ul style="list-style-type: none"> • See T1-01 above regarding Custody and Mental Health • In addition, the Commissioner held an event earlier in the year to consider the issues in relation to new and emerging communities. Delegates at the European Migration Seminar on 31 March 2014 explored whether migration was placing any additional pressures on policing and the wider community. The event was attended by academics, police officers and 	G

	<p>equality campaigners. The seminar and subsequent research project aimed to identify any issues that existed so that we can improve our reach to newcomers and promote more effective integration.</p> <ul style="list-style-type: none"> • Issues discussed in the seminar included how migration was affecting relationships between new and longer-term residents within different communities, what lessons had been learnt during the process of managing these changes, and to what extent community-based initiatives were limiting tensions and resolving conflicts within different communities. • Furthermore, a multi-agency event was held in Nottingham on 25th September to identify how services and support can be improved for people experiencing mental health distress. The Crisis Concordat meeting, brought together experts from a range of agencies including policing, health, third sector organisations and social care to examine the response to people facing mental health crisis in Nottingham and Nottinghamshire and how this can be improved. • The Commissioner has prioritised the welfare and safety of those suffering a mental health crisis in his Police and Crime Plan. As part of an effort to improve the way police respond to vulnerable people, he has worked with Clinical Commissioning Groups to introduce Mental Health Triage Cars in Nottingham. These vehicles are staffed by a police officer and a mental health nurse and will respond to people experiencing a mental health crisis. • Further research will be commissioned in the New Year to better understand BME experience of Crime and views about victims services. The Commissioner is currently refreshing his Consultation and Engagement Strategy which will be launched in the summer of 2015, supported by a clear charter and delivery plans across the Force and Partners. • There was an analysis of emerging communities commissioned, completed and used to inform Nottinghamshire OPCC police and Crime Plan. Demographics were analysed and considered through the Joint Strategic Needs Assessment Process 2014/15. • There is work underway to refresh the Commissioner's Consultation and Engagement Strategy which will be launched in the summer. There is a police and community safety working group being coordinated through the OPCC to bring together the strategy and supporting, charter and delivery plan. 	
T1-F06	F - The Force should take a more proactive response to tackling repeat victimisation especially DV incidents which should be monitored and reported at every level to identify where high levels of repeat victimisation are taking place.	
AB	<ul style="list-style-type: none"> • At present a Superintendent leads on a national piece of work arising from the national HMIC findings into Domestic Abuse (DA). Once that produces a national definition of serial perpetrators and repeat victims the Force will be working locally to identify how officers can identify those, how the Force can then manage this type of offender (already an officer is attached to Probation to review ways of working with them). The Force has visited other Forces to review their ways of working. The 	G

	<p>Force has recently produced a bespoke DA problem profile identifying repeat victims and serial perpetrators which has also been shared with Divisional teams in order that this can be monitored at a local level too. The DtF work is looking at a way of working for PP which will mean PP dealing with all DA offences and victims; this is being worked through presently.</p> <ul style="list-style-type: none"> • There is an information dashboard being developed by the Force to focus solely on repeat victimisation which will provide management information to all operational areas to assist in addressing repeat victimisation across the Force area. • Repeat victimisation and repeat victimisation as a result of serial offending by offenders is looked at through monthly operational reviews. • A review of IOM is underway this will consider including serial DV perpetrators in any future model. 	
T1-P01	P - Develop an action plan to protect and reduce violence to young women and girls in gangs	
HJ+ JL	<ul style="list-style-type: none"> • There has been a report into gang affected females in Nottingham: An evaluation of coercion, consent and potential harm. This report highlights the project that has aimed to: <ul style="list-style-type: none"> ○ Establish current local provisions existing in Nottingham for gang affected females and to also identify any gaps in services ○ Develop a risk matrix and risk management strategies for gang affected girls and women ○ Inform future funding initiatives by the Police Crime Commissioner • In parallel, there have been two pilot case conferences/MARACs attended by Nottingham City MARAC representatives. An Information Sharing Agreement (ISA) was set up between Nottinghamshire Police and The Health Shop. Using this ISA, the names of individual females were provided, each individual potentially at risk from one of the following gangs within Nottingham: organised crime, super groups or urban street gangs. This information was discussed at the pilot Case Conference in order to ascertain current risks and safeguarding concerns. Actions were identified to manage these risks. The findings from this case conference have informed the risk identification chart and managing risks sections of this report. • In December 2014 the findings from the Breaking Barriers report (Stenton-Groves and Wilkins) were presented to the Local Safeguarding Children Board. • Key themes were: <ul style="list-style-type: none"> ○ Safeguarding is the common thread 	G

	<ul style="list-style-type: none"> ○ Building capacity in agencies ○ Greater awareness needed for agencies/training ○ Better identification and response ○ Assessment tool ○ Need to embed knowledge within existing services <ul style="list-style-type: none"> • Following the publication of the report in June 2014, work has been on-going to develop Good Practice Guidance (GPG) for working with gang affected females across Nottingham. The guidance focuses on managing risks associated with multiple perpetration of abuse. • The current working group is made up of safeguarding, police, health and voluntary sector workers. The group are in liaison with the DART team and are presenting to the CPS to enable successful application of the GPG. • On 28th April findings were presented to a conference for voluntary sector workers in the City. • Plans are for the guidance to be completed in April/May 2015 • The PCC commissioned a report '<u>BREAKING BARRIERS</u>: A report into gang affected females in Nottingham: An evaluation of coercion, consent and potential harm Donna Stenton-Groves and Lou Wilkins of the Health Shop.² • This report was initiated by the Girls, Gangs, Women and Violence Steering Group and funded through the Nottinghamshire Ending Gang and Youth Violence Board. The Girls, Gangs, Women and Violence Steering Group developed an action plan looking at the needs of girls and women affected by gangs. This plan identified the need for a lead to establish existing local provisions and gaps, ways to identify gang affected girls and women, development of a risk matrix and risk management strategies. The recommendations from this report will inform Police Crime Commissioner funding to support gang affected females. 	
T1-P02	P - Improve witnesses and victims' experience and participation levels in the Criminal Justice System by removing barriers	
NW	<ul style="list-style-type: none"> • The Deputy Commissioner chaired a task and finish group under the umbrella of the Local Criminal Justice Board's (LCJB) Victims and Witnesses Board. The Task and Finish Group scrutinised how well the Code of Practice for Victims of Crime 2013 ("the Code") was being implemented and identified action to ensure that the Code is fully implemented. Once fully implemented, the Code will improve the efficiency, accessibility and effectiveness of the criminal justice process. The task 	A

² The Health Shop is a busy drugs and sexual health clinic based within inner city Nottingham.

	<p>and finish group completed its work in February 2015. The Deputy Commissioner is now following up criminal justice partners to monitor how well each organisation has implemented and is monitoring the Code.</p> <ul style="list-style-type: none"> • In March 2015 the Commissioner's internal auditors conducted a review to assess how well Nottinghamshire Police complied with the Code. The report identified that the Force did not fully comply with all the Code's requirements. Four recommendations were made to improve practice. • There will be further research conducted through the victims' services transition programme to ensure further insight is obtained into experiences and expectations into BME and other equality groups. • The Commissioner intends to commission independent research into the experiences of victims and witnesses from BME and other equality groups as part of his wider engagement and consultation work. 	
T1-P03	P - Promote and develop opportunities for local communities, individuals and businesses to work together to reduce crime through developing a Business Crime Strategy	
DW + AK	<ul style="list-style-type: none"> • The Commissioner is the national Police Commissioner lead for Business Crime and has attended national and local events to advance tackling this issue. • For example, the Commissioner held a Retail Crime event on Monday (June 16) in Nottingham which included presentations from a range of keynote speakers focusing on the impact of prolific shoplifting on the County. Policing experts, retailers and criminal justice specialists came together for the Retail Crime Event to analyse current shoplifting data and identify joint-working opportunities to tackle the County's most frequent shoplifters and help rehabilitate them. • Attendees discussed the findings of a major research project conducted by criminology expert Professor Simon Holdaway, who is based at Nottingham Trent University, which looked at unprecedented detail at prolific shoplifting in Nottinghamshire. Analysing a period between July 2012 and July 2013, Professor Holdaway's research examined the criminal activities of a select group of prolific offenders to learn lessons about offending motivators and the effectiveness of police and courts intervention. • In addition, the Commissioner has provided part funding (£10k) to Partnerships Against Business Crime In Nottinghamshire (PABCIN) to co-ordinate the work of business crime reduction partnerships in Nottinghamshire. PABCIN enables Business Crime Partnerships to share best practice, provide a support network and communicate intelligence about offenders who move around the county. PABCIN is an innovative concept in the world of business crime and is at the forefront of the fight against crime and disorder affecting business in Nottinghamshire across the 24 hour economies of our town and city centres. • Local Partnerships are managed and independently run by Management Boards, supported by Steering Groups with the 	G

	<p>day to day management by Business Crime Managers or Co-ordinators. A support network for the local managers enables them to successfully manage their members' data.</p> <ul style="list-style-type: none"> • A County wide Retail Crime Group meets regularly and has an action plan to tackle retail crime. • The Commissioner has also funded a pilot scheme to assess whether GPS electronic tags (10) can be used effectively to control the behaviour of persistent shoplifting offenders using the technology to alert key stakeholders that an offender barred from a store has entered the outer zone (e.g. shopping centre) and breached the inner zone (shop which they are barred from entering). The alerts will assist key stakeholders in taking remedial action to prevent an offender committing an offence as opposed to detecting an offence. He has written to the Lord Chancellor and Secretary of State for Justice asking for support and changes to the legislation to support this innovative approach. <p>• Update 26th February 2015</p> <ul style="list-style-type: none"> • ACPO have now agreed the definition of business crime and all police forces are expected to be able to flag business crime in crime recording/command and control systems by April 2015 to identify the level of crime affecting businesses. Notts will be able to do this when the new crime recording system is introduced in the autumn of 2015. • The Primary Authority concept is being progressed by ACPO Business Crime lead DCC Fish and is being well received by businesses. This concept is now being developed within Nottinghamshire with major retailers. • A common minimum standard for business crime partnerships has been developed to bring all the well intentioned partnerships up to a common standard that minimises risk to both business and policing. This will enable better information exchange at a local and national level, consistency and cost effectiveness for businesses, police and partners. PABCIN is now coordinating efforts to reduce retail crime in Retford, Worksop, Mansfield, Newark, Sutton in Ashfield, Hucknall, Beeston, Giltbrook/Eastwood/Kimberley, West Bridgford, Carlton, Arnold and Ollerton. All of these schemes will have met the National Common Minimum Standard by the end of April 2015. • The PABCIN Triangle is now recognised as the preferred ACPO model and our HUB to coordinate both strategic and tactical effort lead by quality intelligence has developed well with a project manager, part time PC and three dedicated PCSO's (One for each CSP area). • The HUB links well with a very supportive IOM team and there have been some great success stories with 3 top offender's sentence to 60. 34 and 30weeks custodial sentences. Others have been helped with drug and alcohol dependency treatment. • 34 PABCIN circulation/briefings have been circulated via ACIS with offenders deterred and identified. Over 100 retail crime offender profiles have been created and work is now ongoing to improve the number of intelligence/incident reports 	
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	<p>submitted directly by businesses.</p> <ul style="list-style-type: none"> • On 25th February 2015 a meeting took place with major retailers and the following have committed to PABCIN. • Coop, Wilko's, Primark, ASDA, TESCO, Morrison's, NEXT, Boots, Matalan, TKMAXX, ALDI and Sainsbury's • Clearly identified links with other Business Crime Partnerships and the National Business Crime Intelligence Bureau are now in place • Presentations have been made on our aims to Safer Nottinghamshire Board, County Division SMT, Major Retailers, Birmingham OPCC business crime seminar. 	
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2	Improve the efficiency, accessibility and effectiveness of the criminal justice process	
T2-C01	C - Implementing Restorative Justice Strategy and Action Plan, covering training gaps in Criminal Justice and other issues	
KD	<ul style="list-style-type: none"> • A new restorative justice provider, called 'Remedi' has been appointed by the Commissioner to provide, restorative justice interventions for victims for the period from February 2015 to March 2016. Staff recruitment and training, information sharing protocols, office set up and case transfer have all been completed by end of March. First meeting of the Nottinghamshire Restorative Strategy is to take place in early April 2015. Good progress has been made implementing this project according to the stated commissioned milestone. 	G
T2-C02	C - Seamless support for victims and witnesses going through the Criminal Justice System	
NW	<ul style="list-style-type: none"> • This links with T1-CO2 above. 	G
T2-F01	F - Continually review and improve the response to and investigation of reports of crime and disorder	
AB	<ul style="list-style-type: none"> • A Police led project 'Improving Investigations' will provide Nottinghamshire Police with the infrastructure and workforce to deliver and support the necessary changes to the investigative model, redefining the investigative function in line with the response and Neighbourhood models to ensure quality and consistency. This will include specialist investigations up to but 	G

	<p>not including EMSOU. This project is led the Detective Chief Superintendent.</p> <ul style="list-style-type: none"> • The Nottinghamshire Police and Crime Plan 2013 – 2018 sets the strategic vision for improving services across the County. It is Nottinghamshire Police vision to be the best performing Police Force in England and Wales and there are Key criteria's against which we will be measured. The context to the work will be constrained by smaller budgets but where the Force will provide a better policing service more efficiently. • The project will work with reference to and in line with the 'Designing the Future Programme'. The project objectives are: • Deliver innovative and modern working practices to investigate and reduce crime and the impact of crime • Developing a future demand profile to set context and advise the operating environment • Redefine the investigative function in line with neighbourhood and response • Provide a force wide joined up approach • Design a streamlined workforce plan • Deliver a relevant training programme • Partnership engagement • Establish investigative risk and performance baseline information 	
T2-F02	F - Identify, develop and implement new and more effective ways of working to improve the quality of experience provided by the criminal justice system	
AB	<ul style="list-style-type: none"> • The Force supported by the Commissioner has been working on numerous projects and initiatives in support of this objective: • Electronic file transfer to increase efficiency • Police led prosecutions to increase efficiency and reduce costs plus income to cover any existing costs • Streamlining digital files to reduce poor quality and increase effectiveness at Court • Established an Early guilty plea scheme – Crown Court (CC) is ongoing but Magistrates Court is yet to start. The CC has increased the Guilty Plea rate and reduced inefficiency in the CC. • Also, the local early guilty plea scheme looks at early disclosure - this is too early to determine results but it should engage defence earlier and therefore raise effectiveness. 	G

	<ul style="list-style-type: none"> Transforming summary Justice and Disclosure review - work in progress official to go live is May 2015 but the Force is starting to work regionally on the solution which should increase effectiveness by having the right preparation time (improves quality), correct brigading of cases to allow the correct resource to be allocated to Court with the correct review time, Police support at Court to reduce adjournments and an earlier input of disclosable material to engage the defence and streamline the case progression through the Courts. Regionalisation of CJ increases efficiencies through streamlining business via a single approach, creates economies of scale and releases savings to aid the front line. The CRIM Project was implemented with the objective of removing waste in existing processes through the creation of a Contact Resolution Team (CRT), which includes a Telephone Investigation Bureau (TIB) and Assisted Implementation Team (AIT) to determine the nature and necessity of police attendance through the National Decision Model (NDM), giving specific consideration to threat, risk, harm and public interest. Wherever possible incidents are now resolved and investigated at first point of contact. All Control Room staff are trained in the use of the National Decision Model. The CRIM and TIB have now been implemented for some time and performance information illustrates that a positive effect is being seen in terms of the intended outcomes of reducing demand on response and neighbourhood teams by effectively dealing with incidents at point of first contact. There is a post implementation review being conducted by the Force Research team. 	
T2-F03	F - Publicise, where possible, the outcomes of criminal cases using a range of traditional and new media channels	
AB	<ul style="list-style-type: none"> The Force intranet site has recently been redesigned and the front page contains all Good News stories, including the outcomes of criminal cases. The Force internet also reports where possible outcomes, as does the Force Face book and Twitter pages. 	G
T2-F04	F - Utilise the power to stop and search in a necessary and proportionate manner, sharing data with local communities to demonstrate that the power is being used appropriately	
AB	<ul style="list-style-type: none"> There is a dedicated page on the Intranet providing information and advice on using stop search powers proportionately. All stop searches are mapped so that they can be presented to people in their local community. Grounds for search must be written in a way that a member of the public would be able to understand. All stop searches should be reviewed by supervisors, and performance information is presented to the VOLT meetings, Divisional Operational Performance Reviews and until targets were achieved was a standing action at Joint Performance Review. Reports have been developed to monitor stop searches at an individual level and Force wide, and it is anticipated that stop searches will soon be included on the Crime Mapper website. 	G

T2-P01	P - Expose opportunities to involve victims of anti-social behaviour and crime in neighbourhood justice	
KS	<ul style="list-style-type: none"> • There has been progress made in the County Wide Anti-Social Behaviour Transition Board to identify resolutions for community triggers and community resolution. There has been a rollout of training provided to key stakeholders and further mapping of case studies to provide information for stakeholders to understand what positive measures are in place by agencies. • Community remedy introduced by the Anti-social Behaviour, Crime and Policing Act 2014 has provided victims an opportunity to have their say in neighbourhood justice. Section 101 is designed to place the victim at the heart of decision making and requires officers to involve victims in neighbourhood justice. • The Commissioner consulted with the public during the summer of 2014 and the most common remedies that have been identified by the public are: <ul style="list-style-type: none"> ○ Face to Face apologies ○ Written apologies both of which are already available to victims through the Community Resolution disposal ○ Restorative Justice (RJ) Conference ○ RJ Shuttle which is currently undertaken by Constables and PCSO ○ A structured activity, training or treatment - for example through the use of the Substance Misuse Course and "Last Orders" (the development of further educational programmes is on-going work with the OPCC) ○ Compensation (which is already utilised through the Conditional Caution and Community Resolution although on a lower scale) ○ Neighbourhood Justice Panels - further work in relation to who would participate on a Justice panel is being conducted by the OPCC. 	G

3	Focus on priority crime types and those local areas that are most affected by crime and anti-social behaviour	
T3-C01	C - Continue to support partnership working on high impact neighbourhoods across the City and partnership	

	priority areas across the County	
NW + KS	<ul style="list-style-type: none"> • The level of funding to the Crime and Drugs Partnership and the Safer Nottinghamshire Board has remained at the same level as 2013-14. This supports partnership working on high impact neighbourhoods in the City and has invested funding into a higher number of priority plus areas in the county. • In 2014-5, the Commissioner maintained his 2013-4 levels of investment into the Crime and Drugs Partnership (“CDP”) and the Safer Nottinghamshire Board. His funding enabled the CDP to lead partnership working on high impact neighbourhoods in the City. In the county the funding enabled a wide range of local community safety partnership led initiatives to reduce crime and support victims in fifteen priority plus areas. • Whilst there are mature and established partnerships across the City and the County, there are various case management systems in operation across multi-agencies that enable practitioners to provide services to individuals. The risk from the current approach is that there is silo working where tasks and information are not shared leading to duplication, missing information for early prevention and intervention to maximise the support to victims of crime. There is strategic partnership intent to migrate to a single solution for case management, called ECINS which the Commissioner has supported with a dedicated Project Manager being advertised for a year secondment to roll out the system. 	G
T3- C02	C - Rollout improved public transport safety schemes including the Safer Cab Scheme	
PG	<ul style="list-style-type: none"> • A survey undertaken by Nottingham Citizens identified high levels of unreported hate crime and CCTV was considered a necessary solution to prevent this. In addition, other force areas which had CCTV provided anecdotal feedback that passengers felt safer when CCTV was present in taxis. Students from the University of Nottingham supported Nottingham Citizens in promoting and lobbying the Commissioner for this scheme. • Following extensive partnership working and negotiations throughout 2013-14, the CCTV Taxi voluntary scheme was launched in June 2014. The Commissioner provided £98k funding for a voluntary scheme which would enable 100 Hackney Taxis to be fitted with state of the art CCTV. • Taxi drivers were required to pay £100 to join the scheme and in return they would receive free fitting of the CCTV system which would protect both driver and passenger. However, the take up of the scheme has been slower than expected. Despite meetings with the Chairman of the Hackney Carriage Federation and steps taken to remove possible barriers to take-up, this has remained poor and the Commissioner has therefore decided to discontinue the scheme. The remaining funding will be used to fund other community safety work. 	G

T3-C03	C - Work with partners to protect local natural environments from issues of trespass, damage and wildlife crime and tackle rural crime of theft and improve cross border working	
KS	<ul style="list-style-type: none"> The Commissioner is linking with Crimestoppers, Nottinghamshire Police and Nottinghamshire County Council is to raise awareness of rural crime, including plant and machinery theft. Through face to face engagement, stakeholders will be speaking and gathering views on how best to deal with rural crime and how to support the issue locally. This has been funded by the Commissioners Community Safety Fund with the conference being held on the 12/13 November 2014 at the Newark Showground. The Commissioner has also been hosting a working group consisting of multi-agencies and voluntary groups to assess the impact of rural and wildlife crime. The Commissioner supports the need for dedicated Wildlife Crime Officers to tackle rural and wildlife crime throughout the County. The charity Crimestoppers, supports the Commissioner, County Council and Police in fighting these crimes by providing a means for the public to provide information anonymously through a 24 hour number 0800 555 111 or our Anonymous Online Form at www.crimestoppers-uk.org. The Force is developing a Rural Crime Strategy supported by a Delivery Plan which is being led by Chief Supt Mark Holland. The Commissioner will have a dedicated session in the May 2015 Strategic Resources and Performance Meeting to cover the strategy and progress. The Commissioner will also run a conference at the end of the year to address community rural and wildlife crime issues as part of the Strategic Police and Crime Needs Assessment and planning for action for the refresh of the Police and Crime Plan next year. There is a dedicated fund with will be costed against action and outcomes. 	G
T3-C04	C - The Commissioner to consider establishing a victim based crime reduction target especially for violence.	
PG	<ul style="list-style-type: none"> A new target has been introduced - "A reduction in Victim-Based Crimes compared to 2013/14" as well as "The detection rate (including positive outcomes) for Victim-Based Crime". A reduction in repeat victims of DV and Hate crime has also been introduced. This action has been achieved. 	G
T3-C05	C - With the prospect of further budget reductions there is potential to exploit technology much more than exists as present e.g. greater use of CCTV and ANPR to collect evidence and share the cost of monitoring across Nottinghamshire.	
PG + TS	<ul style="list-style-type: none"> A number of meetings have been held to consider how CCTV could be further utilised to gather evidence to enable speedier ways to tackle ASB. Further meetings will be held to resolve how costs could be reduced to mount CCTV on lampposts. 	A

	<ul style="list-style-type: none"> Community Safety Partnerships have been tasked to provide information on the current locations of CCTV cameras in their areas. NCC Highways are formulating costing information for mounting cameras to lampposts, together with any practical obstacles to this work, for example the physical condition of lampposts in some locations. The Commissioner has provided £50k toward a £250k budget to fund an ANPR (Automatic Number Plate Recognition) shield across Bassetlaw (Phase 2). A similar scheme was introduced in Ashfield (Phase 1) which assisted in the reduction of dwelling burglary by 36% (2013-14). A Phase 3 scheme will cover Broxtowe district. ANPR provides state of the art technology for both prevention and detection of crime and is located in areas vulnerable to travelling criminals. 	
T3-F01	F - Develop and implement innovative crime and anti-social behaviour prevention strategies	
AB	<ul style="list-style-type: none"> Force priorities are identified through the Strategic Intelligence Assessment, and are actioned through the Force Control Strategy, with a strategic lead and lead officer identified for each area. Activity is then monitored through the Gold meetings (Violence and Burglary), Violence and Alcohol Tactical Group, Domestic Violence and Sexual Violence Group, Divisional Operational Performance Reviews (OPR), Level II Tasking and Coordination and the Joint Performance Board. Recent focus on Violence has resulted in the commissioning of a force-wide piece of analysis into 'Other' Violence which through the Violence and Alcohol Tactical Group has resulted in both Divisions putting together detailed action plans for reducing Violence in the short and long-term working closely with Partners whom will be attending the Violence Gold Group at the end of August. 	G
T3-F02	F - Implement prevention, intelligence and enforcement strategies for priority crime types	
AB	<ul style="list-style-type: none"> Force priorities are identified through the Strategic Intelligence Assessment, and are actioned through the Force Control Strategy, with a strategic lead and lead officer identified for each area. Activity is then monitored through the Gold meetings (Violence and Burglary), Violence and Alcohol Tactical Group, Domestic Violence and Sexual Violence Group, Divisional Operational Performance Reviews (OPR), Level II Tasking and Coordination and the Joint Performance Board. Recent focus on Violence has resulted in the commissioning of a force-wide piece of analysis into 'Other' Violence which through the Violence and Alcohol Tactical Group has resulted in both Divisions putting together detailed action plans for reducing Violence in the short and long-term working closely with Partners whom will be attending the Violence Gold Group at the end of August. 	G
T3-F03	F - Target those high priority neighbourhoods identified through the Nottinghamshire Crime and Drugs Partnership (CDP) and Safer Nottinghamshire Board (SNB)	

AB	<ul style="list-style-type: none"> • Crime and ASB prevention strategies have been developed for the 2014/15 cohort of high priority neighbourhoods identified by the CDP and SNB. Monthly performance reports are distributed by the Partnership Analysts, and performance is monitored in-Force through the Performance & Insight Reports, Divisional OPRs and Joint Performance Board and externally by the CDP and SNB. The Priority Plus areas and process for selection has recently been reviewed by the Commissioner's office and presentation to the SNB to ensure that any additional resources targeted provide maximum value and impact. A new more sustainable model of 'locality working' is under development by partners. • 	G
T3-P01	P - Both geographic and crime type be used to target resources and current Gold Groups be retained to oversee activity.	
TS	<ul style="list-style-type: none"> • County: Within the County a focus continues to be given on priority crime types, namely violence, burglary, hate and business crime. Multi agency responses to these issues are co-ordinated via the Safer Nottinghamshire Board. Progress is reported via the County CSPs to SNB and each is overseen by their designated SNB Champion, to ensure learning, good practice and effective tactical responses are consistent across the County. The 18 Partnership Plus Areas are each working to their individual action plan designed to tackle the issues in each area and will be expected to demonstrate a reduction in crime that is 4% greater than the rest of the County. The Partnership Plus Areas are currently being reviewed by the SNB to maximise their impact in the County, linked to a project to scope improved integrated working. 	G
JR + AC	<ul style="list-style-type: none"> • City: Priority Crime types are identified through the Strategic Assessment, which this year is produced in-line with the districts to contribute to the overall Force assessment. The City usually looks at five main areas to help prioritise: Volume, DoT, Comparators, Victim Impact and Consultation results. The five High Impact Areas were identified based on a matrix which was made up of the following data: deprivation, health, education, crime, ASB, Fire and other indicators of social exclusion. The rationale was that we would focus on areas of mutual interest to partners and the causes/symptoms of crime. • The strategic assessment is the annual position but we also look at performance at the monthly meetings (Exec or Board) and new emerging issues can be identified there and discussed. The weekly SMT also reviews performance and responds accordingly. The Locality Boards also meet monthly and review the emerging performance picture and react accordingly. The ASB issue has been the focus of the ASB Executive for some time and we have been working closely with the Police and CP to implement a response (particularly around the noise issue). The most recent Board Report (attached) summarises the activity that has been initiated through that process. Analysis of current performance and exploring the reasons behind the increase are at the forefront of what we day to day. 	G

	<ul style="list-style-type: none"> • City: Alcohol related offending remains a priority crime type as reflected in the Commissioner's Alcohol Strategy and the strategies of partners. In 2014 Nottingham and Nottinghamshire became a Home Office Local Alcohol Action Area (LAAA). This opportunity has allowed additional focus on alcohol related harm and has supported a range of activity across the city and county including work to attain Purple Flag Status for Mansfield, a county Best Bar None scheme, drunk selling initiatives, training for bar and door staff as well as the progress towards establishing the 'Cardiff Model' data sharing and tasking process for the City. • The volume of alcohol related offending remains high (despite recording /identification issues) and NTE violence represents around a quarter of all violence in the city). 	
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4	Reduce the impact of drugs and alcohol on levels of crime and anti-social behaviour	
T4-C01	C - Jointly commission substance misuse services	
SM	<ul style="list-style-type: none"> • A joint commissioning and procurement exercise has been completed with Notts County Council Public Health. A new provider has been appointed from 1st October 2014 with funding made available by the Commissioner. This service provides treatment and recovery services for offender • Crime Reduction Initiative have been awarded the contract for the provision of substance misuse services in the County. Following a period of mobilisation after award of contract in October 2014, the service is being embedded across the County. Progress is reviewed in quarterly contract review meetings with Public Health and CRI. 	G
T4-C02	C - Lead the implementation of the Alcohol Strategy and Action Plan	
SM	<ul style="list-style-type: none"> • Both the County and City lead Officers are working hard to deliver the action points in the strategy which the Commissioner's Office (NOPCC) is monitoring. The Plan is progressing well across the City and County, with key achievements which include: Best Bar None, Purple Flag, the Drink Aware Project and Operation Promote. There is further work being developed with Bassetlaw and Newark to improve information sharing. • The Alcohol Strategy and Action Plan will be updated in the next quarter to reflect the progress made during the last 12 months. Additional developments to incorporate into this include the potential pilot of Alcohol Concern's Blue-light project, further development of the Drinkaware project and continuing the achievements made by the Local Alcohol Action Areas in 	G

	both the City and County.	
T4-F01	F - Develop and implement multi-faceted partnership problem solving plans for each of the key Night Time Economies (NTEs) within the City and town centres	
AB	<ul style="list-style-type: none"> • The City Division is working on the implementation of the Cardiff Model to deliver more dynamic tasking with stronger intelligence products (while remaining within the National Intelligence Model – [NIM]). An initial bespoke intelligence produce has been developed which will be used to inform a live resource to directly support city centre and licensing police team (Analyst and Researcher). • The Responsible Drinking Initiative (RDI) is about to be launched, which will provide breathalysers and industry best practice vulnerability training to door and bar staff, as well as police and partnership NTE officers. The RDI has been endorsed by the Portman Group, the British Beer and Pub Association as well as National Pub watch. Invitations to join the scheme were opened up through the Nottingham Pub watch and BID on 12th August 2014 with considerable enthusiasm evident from venues. It is anticipated that the scheme will be fully in operation in October 2014. • Operation PROMOTE continues to build on the considerable successes it has already achieved. The Operation is built on national best practice and is supported by a targeted partnership communications message. Violence continues to be reduced on PROMOTE nights by around 23%, consistent with the model and with the pilot which ran in late 2013. 	G
T4-F02	F - Encourage positive changes in drinking habits and raise public awareness of the risks associated with misuse of drugs and alcohol	
AB	<ul style="list-style-type: none"> • City Division is about to launch a multi-agency communications plan for the city which will inform citizens, protect and enhance the reputation of the city while also seeking to motivate behavioural change with regard to harmful drinking. The plan will look at all aspects of alcohol related problems under the campaign name ‘Ending Alcohol Harm’. The Force has also secured for both the city and the county a unique partnership with Drink aware through the LAAA. The project to be delivered with Drink aware is funded and aimed a motivating behavioural change for those between 18 and 29 engaging in ‘drunken nights out’. This high-value partnership is bringing unique behavioural economics insight and funding to the Force Area. 	G
T4-F03	F - Improve the effectiveness of assessment and treatment for drugs, alcohol, mental health issues and learning difficulties in custody, prisons and the community	

AB	<ul style="list-style-type: none"> • CRI are the new providers for drug and alcohol services in the County. A meeting was held on 5th August 2014 to discuss on-going and future arrangements. A process has been introduced within Custody Suites to identify veterans of the Armed Services who have mental issues that might relate to PTSS. There is a Mental Health Nurse in the final stages of vetting before joining the Multi-Agency Intelligence Team at Carlton Police Station. Their initial role will be to assess veterans for specific support. The Multi-Agency Drug Monitoring Group meets regularly to share intelligence. The new Drugs Interventions Programme (DIP) software is being written in-house to give real-time performance data across Partners. Targeted testing of arrested detainees has reduced the overall number of tests carried out by 40%, but maintained the number of positives. In addition, new simpler to use and more accurate drug testing machines have been purchased. • The CDP is also working with Drink aware to explore the opportunities for delivering alcohol support via employers in Nottingham and to parents via schools. • Both City and County divisions continue to work in partnership with Last Orders through the Alcohol Diversion Scheme (ADS). The ADS allows those issued with a PND for alcohol related disorder to attend a specialist session run by Last Orders clinicians in exchange for a reduction in their fine. The scheme has been highly successful with no individual known to have reoffended or even made an alcohol related hospital attendance. • Framework is the new provider for drug and alcohol services in the City. • A lot of work is being driven through the Reducing Reoffending Board (a partnership of Police, CDP, SNB, Probation, CRCs, YOTs and others) to address the needs of many people in contact with the criminal justice system through custody, prisons and the community. 	G
T4-F04	F - Reduce the demand for and supply of illegal drugs, tackling Class A drug trafficking; closing crack houses and disrupting cannabis cultivation	
AB	<ul style="list-style-type: none"> • The Cannabis Dismantling Team is now fully operational, and there has already been a huge amount of positive feedback. The New Psychoactive Substance (NPS) multi-agency group has been set up by Public Health England to address NPS issues. In terms of performance, there has been a reduction of possession of Cannabis offences; there was an increase of 18 supply offences in June compared to last year which was a 40% increase; there have been no breaches of drug assessment appointments in June; after a recent month-on-month increase, Cocaine seizures decreased in June; positive testers for Opiates has risen over the last year to over a third of all tested; and compliance on NSPIS for drug screening, testing and result recording is improving but is still not 100%. • Possession offences as at 23rd March 2015 (year to date) show a reduction in offences of 7.5% (-217 offences). 16.6% of recorded offences occur in Nottingham City Centre. 	G

	<ul style="list-style-type: none"> • Supply offences (for the same period) show an increase in supply/production offences of 6.8% (+46 offences). . This is evidence of good proactive work by Police and Partners. • The 12 month average positive drug test rate (in custody) is 46.9%. • 55% of Inspector authority tests were positive in February 2015 (25 out of 45). 21 (46.6%) of February IA tests were for VAP (Violence Against the Person) and 52.3% (11) of those resulted in a positive test. • £40,022 savings have been realised by the Cannabis Dismantling team since April 2014 • Operation Promote will be running in the City on a regular basis. • The Drug Strategy annual review (2014-2015): The third review of the 2010 Drug Strategy, 'A Balanced Approach', provides an update on the progress made under the three strands of the strategy (Reducing Demand, Restricting Supply and Building Recovery) between December 2013 and February 2015. 	
T4-P01	P - Ensure the robust enforcement of licensing conditions of pubs and clubs causing the most concerns	
AP	<ul style="list-style-type: none"> • County: Within the County this work is being overseen by the Substance Misuse Strategic Group and the implementation of the LAAA in Nottinghamshire. Locally each CSP will review licensing conditions of problem premises and revoke/replace as required 	G
AC	<ul style="list-style-type: none"> • City: Robust licensing enforcement continues across the city and county with premises being closely managed by police and local authority licensing teams. Problematic premises continue to be successfully closed while well-run establishments are supported through Pubwatch and other industry partnership schemes. Licensing policy in the city continues to reflect the latest government thinking with the city having ratified the introduction of a Late Night Levy in May 2014. 	G
T4-P02	P - Improve drug and alcohol treatment and assessment in custody, prisons and the community	
AP	<ul style="list-style-type: none"> • County: On 12 June 2014, the County Council Public Health Committee endorsed the award of the Adult Community Drugs and Alcohol (Substance Misuse) recovery contract to "Crime Reduction Initiative". As a result of the new contract award the people of Nottinghamshire will benefit from improved substance misuse services. The new contract will ensure evidence-based, results-focussed and consistent services are put in place across the County. They will place a focus on long term recovery, helping more people through the system and out the other side, which in turn will ease the burden on the system, to reduce crime and help bring more people back into work. Criminal Justice Substance Misuse interventions are funded by the Commissioner. 	G

AC	<ul style="list-style-type: none"> • City: Nottinghamshire County Public Health teams have completed a process of tendering to re-secure alcohol (and drug) treatment provision from October 2014. Nottingham City will also have completed a tender process for retaining high-quality alcohol treatment provision from the same date. From October 2014 alcohol treatment provision will also be included alongside drug treatment in Nottingham's custody suite and CJ settings (part funded by the Commissioner's Community Safety Fund). 	G
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5	Reduce the threat from organised crime	RAG STATUS
T5-C01	C - Develop options for local and regional serious and organised crime strategies to tackle, cybercrime, fraud, money laundering, sexual exploitation and human trafficking	
KS	<ul style="list-style-type: none"> • There has been work to identify local approaches with the region and there is further work identified to support the regional PCCs with tackling local and regional serious and organised crime. There has been a review of the Strategic Policing Requirement by HMIC, and an update of progress of delivering the Requirement has been presented by the Force in the Police and Crime Needs Assessment. The Commissioner has responded to the Strategic Policing Requirement Inspection and the Inspection on Public Order, which are published on the HMIC website and the Commissioners website as per the statutory responsibility to prepare comments outlined in Section 55(5) of the 1996 Police Act. • There has been further work to identify the development of Serious and Organised Crime local profiles which will come under changing governance arrangements through the SNB and the CDP. These profiles will provide information for the Police and Crime Needs Assessment. A new Serious and Organised Crime Board in the City (formerly EGYV Board) has been established. Discussions are taking place with partners to establish a similar arrangement in the County under the SNB structure. 	G
T5-C02	C - Encourage greater regional collaboration between Forces for crime, criminal justice and operational support	
CR	<ul style="list-style-type: none"> • The Commissioner chaired in 2014/15 a Regional Commissioner Board and across the region there are several projects underway. Some have funding from the HO Innovation fund. Criminal justice and operational support regional business case will be considered at the meeting of the November PCC Board. A new regional Criminal Justice Board has to be established in 2015. 	G

T5-C03	C – Improve multi-agency demand profiling of impacts and resources of increases of new and emerging communities within the City and County	
KS	<ul style="list-style-type: none"> • There has been a regional research project conducted on 'The Impact of International Migration on the East Midlands' and also there has been a piece of work conducted for the Commissioner by the CDP 'Examining Crime, Ethnicity and Gender in Nottingham'. These will form part of the evidence base for the Police and Crime Needs Assessment. • Demand profiling of our existing and new and emerging communities will be progressed for the Commissioner through a PHD Student that will be working in the OPCC from Nottingham Trent University. There will be continuing work with the SNB and the CDP to gather information for community profiling which will be outlined in the refreshed Consultation and Engagement Strategy and the Police and Crime Needs Assessment. 	G
T5-C04	C - Promote activities to build active communities to improve relationships and community cohesion	
NW	<ul style="list-style-type: none"> • In 2014-5 the Commissioner grant funded two voluntary and community organisations to lead work to bring together young people and the police and newly arrived migrants and the police. Reports on progress will be made available in Qrt1 2015-16 but indications from various stakeholders are that they have been very successful. 	G
T5-C05	C - Support the Ending Gang Partnership programme and enhance community involvement	
NW	<ul style="list-style-type: none"> • See also T1-P01 • The Commissioner has continued to invest into the Ending Gang Youth Violence Programme. The programme has a strong community cohesion element, including delivery of community based projects to divert gang members away from a life of crime, a small grants fund to support community engagement and a cohesion worker. • Furthermore, the Commissioner has continued to invest into the Ending Gang Youth Violence Programme. The programme has a strong community cohesion element, including delivery of community based projects to divert gang members away from a life of crime, a small grants fund to support community engagement and a cohesion worker. • Vanguard Plus, the multi-agency ending gang youth violence team, led by Nottingham City Council, has now been established for just over 3 years. The main focus of the team is to address the activities and behaviours of individuals mapped as urban street gang (USG) members, however, the team also manage a number of organised crime group (OCG) members who have direct links to USGs. During the last 12 months the team have managed a number of high profile, high risk offenders. 	G

	<ul style="list-style-type: none"> The team have engaged with the three key EGYV providers supported by the Police and Crime Commissioner's (PCC) funding (commissioned through the Crime and Drugs Partnership (CDP)). These projects have been invaluable this year in engaging individuals who would not ordinarily be willing to enter into any kind of dialogue with the public sector. Two of the projects in particular (Take One in Radford and the Community Recording Studio (CRS) in St Ann's) have acted as a venue for engagement and developing the relationships between the individuals concerned and Vanguard Plus Police Officers 	
T5-C06	C - The Force should place an even greater focus on identifying, obtaining intelligence and targeting serious and organised crime groups.	
KS	<ul style="list-style-type: none"> The Police and Crime Needs Assessment will identify the key issues of threat, harm and risk around intelligence and serious and organised crime. The Force produces a six monthly Strategic Intelligence Assessment which is used in support of this action. There has been further work to identify the development of Serious and Organised Crime local profiles which will come under changing governance arrangements through the SNB and the CDP. These profiles will provide information for the Police and Crime Needs Assessment. 	G
T5-F01	F - Proactively investigate money laundering offences and pursue criminals through the courts to derive maximum benefit from the Proceeds of Crime Act (POCA)	
AB	<ul style="list-style-type: none"> Year-to-date (Sept 2014) there were 104 successful Confiscation and Forfeiture Orders, this is 7.2% more than in the previous year, and placed the Force 2.8% away from its +10% target. Performance continued to improve as the year progressed, with the average value of orders up by 15.5% to £5,367.07. The total value year-to-date (Sept 2014) was £558,175.75 or 23.9% more than in the previous year. Year-to-date (March 2015) there have been 198 successful Confiscation and Forfeiture Orders, this is 16.5% more than in the previous year, and places the Force 5.6% above the 10% target. Performance is continuing to improve as the year progresses, with total value year-to-date being £84,337.63 more than in the previous year. 	G
T5-F02	F - Target organised criminal activity through the use of Organised Crime Group (OCG) mapping and management	
AB	<ul style="list-style-type: none"> In terms of criminal intent and capability, the current threat from Serious, Organised Crime in Nottinghamshire remains significant and consistent despite evidence of successful disruption within the last 12 month period as a result of various Nottinghamshire Police and EMSOU operations. The current intelligence picture relating to organised criminality, coupled 	G

	with the upcoming prison release of key individuals linked to organised crime, suggests that the medium term threat from Serious, Organised Crime in Nottinghamshire will not change from its current threat status of significant and consistent.	
T5-F03	F - Utilise Automatic Number Plate Recognition (ANPR) technology to reduce organised road crime and deny criminals the use of the road	
AB	<ul style="list-style-type: none"> • 2014 has seen an increase in the number of ANPR cameras in use by Nottinghamshire Police – especially in the County. Bespoke police operations are now linked to the ANPR camera network tackling organised crime groups. In addition the go – live of the Real Time Intelligence Unit (RTIU) in the control room is delivering a 24/7 capability to use the ANPR data to tackle high harm camera activations and to enhance our capability around crimes in actions and vulnerable people. • Plans are being implemented to provide high levels of ANPR coverage around certain areas of Nottinghamshire. See T3-C05 above. 	G
T5-F04	F - Work closely with the East Midlands Special Operations Unit (EMSOU), the National Crime Agency (NCA) and local partner organisations	
AB	<ul style="list-style-type: none"> • Some key developments in support of this objective include: • The introduction of the monthly Organised Crime Group Scrutiny Board and ORCA (Organised Crime Recording and Administration) electronic application to provide governance and improved management of Nottinghamshire Organised Crime Groups. • Development of the Government Agency Intelligence Network (GAIN) structure within Nottinghamshire and the East Midlands as a whole. • Development of Organised Crime Local Partnership Board in the City and County. Nottingham EHYV Board now Serious and Organised Crime Board. • Introduction of a dedicated Real Time Intelligence Unit within the Control Room to provide a 24/7 intelligence function, including real time briefing and improved ANPR monitoring - 1st phase effective from September 2014 • Work towards implementing the <u>Schengen</u> system in Nottinghamshire enabling sharing of data and intelligence across EU and several other nations • Designing and implementing the Force response to Human Trafficking, including a significant on-going, and so far successful, investigation in to a Polish crime group involved in the recruitment of trafficked individuals used in forced labour 	G

	<ul style="list-style-type: none"> • Significant improvement of the Force's use of the Foreign National Conviction Exchange for checks against detained foreign national offenders • Nottinghamshire Police continue to work closely and collaborate with EMSOU to provide efficiencies for policing as well as financial benefits. There are on-going reviews to look at items such as better utilisation of fleet to find further cost savings. • Other partner organisations are always in the mindset when looking at activities and projects that are happening. For example CRIM and the Control Room to potentially create scope for more multi-agency working in the future. 	
T5-F05	F - The Force should place a greater focus on understanding and tackling cybercrime especially against vulnerable young people and also fraud and online crimes.	
AB	<ul style="list-style-type: none"> • The Force is completing an in-Force assessment of the Cyber capabilities in line with the recently published College of Policing national Cyber Crime Framework to assess its capability on agreed national parameters. • The submission of a Business Plan to shortly relocate to a 'one stop Cyber Hub' based at Headquarters to allow for a more integrated and effective Cyber department. This will enable co-working through work placements with partners such as Universities which have related cyber learning portfolios. • The monthly meeting of the Cybercrime Regional Users Group which focuses on regional co-working and linked in regional Cyber alignment. This group is attended by representatives of EMSOU. This is chaired by ACC Foster, the Deputy chair being Superintendent Pollock from Nottinghamshire Police. This meeting has established regional sub-group meetings on key work-stream areas for regional interoperability • The reinvigoration of a monthly in-Force Cybercrime Focus Group represented by the key cyber related departments: such as the DIU / TIU / SPOC's / Pre-Crime / Training / fraud; and an analyst. All of these representatives are in turn linked into the region and have communication to EMSOU and the NCA. • A comprehensive training programme for all relevant staff which includes distance learning elements and, for investigators, attendance at a course. • Recruitment of Digital Media Investigators who will be able to advise SIOs on digital investigation strategy. • Development of an internal and external communications strategy aimed at reducing vulnerability to Cybercrime. 	G

6	Prevention, early intervention and reduction in reoffending	
T6-C02	C - Provide positive activities for young people at most risk of getting involved in offending and anti-social behaviour	
NW	<ul style="list-style-type: none"> In the city the Ending Gang Youth Violence Project supports young people involved in gangs with diversionary activity. In the County the Commissioner has invested £156,000 into targeted youth support. In addition, the Commissioner has grant funded a number of projects providing diversionary activity for young people at risk of offending or anti-social behaviour, including a football related project and a community improvement project. Nothing to add until the CDP/SNB provide last year's monitoring. The small grants monitoring is due in end April 	G
T6-C03	C - Work in partnership to address the mental health needs of offenders and victims	
SM	<ul style="list-style-type: none"> The Mental Health Crisis Concordat Conference was held on the 25 September 2014 in collaboration with the Clinical Commissioning Group (CCGs). An action plan will be developed in collaboration with Partners (during the next quarter) with key aims to reduce of numbers of those who go into crisis, improve access to services including young people, to improve resilience and community support. The aim is the have the plan will be in place by the end of March 2015. A Crisis Concordat action plan has been developed and was submitted to the national Crisis Concordat team in March 2015, in accordance with the required deadline. The action plan will be implemented from April 2015 onwards in collaboration with the Clinical Commissioning Groups, City and County, the Police, Health bodies and other lead partners, with strategic oversight from the PCC. 	G
T6-C04	C – Work with local partners and MOJ officials to ensure transforming rehabilitation to have a positive impact locally	
KD	<ul style="list-style-type: none"> Reducing Re-offending Partnership is the new owner of CRC (Community Rehabilitation Company) for Nottinghamshire, Derbyshire, Leicestershire and Rutland. The new owner took legal responsibility for the service from 1st February 2015. CRC is supporting a secondment to the PCC office 2 days per week to lead on substance misuse strategy including implementing the alcohol action plan. CRC alongside National Probation Service is making a positive contribution towards partnership working and work is underway between CRC and Police to scope out an IOM model for several DV perpetrators. This work will form part of the 2015/16 delivery plan. 	G

T6-C05	C - Ensure that Community Resolution is evaluated in 2014 to assess whether it is an effective disposal method in terms of meeting victim needs and levels of recidivism compared to former methods and specifically for shop theft.	
PG	<ul style="list-style-type: none"> The Anti-social Behaviour, Crime and Policing Act 2014 was enacted in October 2014 and the new Community Remedy procedures under section 101 incorporate community resolutions. It is considered that the scheme should be allowed to operate for a longer period before being evaluated. Therefore, a new action is included in the revised Commissioner's Police and Crime Delivery Plan i.e. 'Ensure greater scrutiny and promote a better understanding of out of court disposals, including a review of 'community remedy' (reference P21). 	A
T6-C06	C - Research be undertaken to better understand why 63 shoplifting offenders committed and received a positive disposal for 5 or more offences within a 12 month period.	
PG	<ul style="list-style-type: none"> Research undertaken and Retail Crime Event held in June 2014 where findings were reported. A number of recommendations were taken forward including a trial of 10 GPS electronic tags to control and monitor activity of persistent shoplifters. The Commissioner has written to the Justice Secretary with a request that legislation be changed to allow for compulsory wearing of GPS tags currently worn on a voluntary basis. The Commissioner sits on the National Retail Crime Steering Group and is advancing the issues identified nationally. The Force has been operating 4 Buddi GPS tags since August 2014- these tags have been designated specifically to Shop Theft nominals. Although the uptake of these voluntary tags by persistent shoplifters has been slower than what we would like, we have been working hard with local retail communities to ensure they are aware of what is possible for us to achieve together. Plans have been shared and agreed with retailers for additional technology to be put in place to aid GPS accuracy, when the data is available. The Four Seasons Shopping Centre in Mansfield, along with the top 3 targeted retail premises in Arnold have all just recently agreed to have GPS booster beacons installed into their locations. These beacons provide GPS signal inside buildings, where it is normally hindered. This will provide stronger evidence of an individual's activity- imperative in the cases of retail banning orders/exclusion zones- and provide further police support to retailers in shop theft crime. Safer Neighbourhood teams in these areas of Nottinghamshire, along with Integrated Offender Managers are both linked into this pilot, working hard with individuals that would benefit from utilising the GPS technology. Although only 7 individuals have worn the voluntary tags since September 2014, the data gained has already provided us with some positive results- we have been able to closely monitor a prolific shop theft individual with retail banning orders 	G

	<p>across Nottinghamshire and Derbyshire, and locate someone through historical GPS data wanted on a recall.</p> <ul style="list-style-type: none"> • As such, it is not yet mandatory to tag someone with GPS without their prior approval- potential legislation on this has been challenged on a human rights level. Until this has been resolved, a deferred sentencing option in court could be the best way forward in tagging these prolific individuals. • Hertfordshire Police have succeeded in utilising GPS tagging as an option in court (through deferred sentencing), and in the coming month we will be meeting with them to discuss this success. We will also confer over Nottinghamshire's progress with the courts, and ways in which we can push forward to enable it as an option for us too. • We have a good working relationship with UK GPS company Buddi, who we lease the technology from. They will allow us to increase/decrease GPS tags as and when demand dictates- which is helping in keeping finances grounded whilst we have limited usage. 	
T6-F01	F - Adopt an integrated partnership approach to preventing demand for public, private and third sector services	
AB	<ul style="list-style-type: none"> • The Preventing Demand Programme has been launched to integrate the working practices of Public, Private and Voluntary Sector service providers across Nottinghamshire to prevent demand (Preventing Demand Partnership Strategy 2014-17). So far a multi-agency problem solving hub has been set up in Sutton East. Supported by the Division and the Council Corporate Management Group, resources have been identified both within the Police and Local Authority. A similar hub is being set up in Worksop. Meetings have taken place with the Troubled and Priority Families leads from the County and City, and a work stream has been set up to look at what additionally could be identified to build upon the national programmes, but which will identify and tackle those families which these initiatives will not capture but whom are an immense drain on partnership resources. • Work is on-going with Partners to access Local Authority funding schemes to support the work against prevention and provide a working fund which will support the whole partnership approach to prevention meaning that real and rapid sustainable progress can be made. 	G
T6-F02	F - Develop early intervention plans aimed at diverting young people away from crime and improving community cohesion	
AB	<ul style="list-style-type: none"> • There are a number of programmes in place to work with young people, the Widening The Net Scheme which in partnership with Stags Football Club identifies young people providing trips and Saturday training. Working with Targeted Youth Services, Girls events are put on in a similar fashion. Referrals to Substance Misuse Workshops as an alternative to receiving a Caution for simple possession of Cannabis or alcohol-related offences are now up and running. There is now a 	G

	paid for dedicated / seconded Officer in place at Worksop Outward Academy. In addition, Schools Officers in the County are working closely with YOS which was recognised as a positive through a recent peer review.	
T6-F03	F - Utilise Integrated Offender Management (IOM) to deliver critical interventions to those offenders who commit the greatest number of offences	
AB	<ul style="list-style-type: none"> The Forces IOM programme was reviewed by the College of Policing and HMIC. Nottinghamshire was particularly highlighted nationally for its work in HMP Nottingham and the Multi-Agency Intelligence Team; subsequently the Force is to provide peer reviewers to the College of Policing on IOMs. IOM performance management through convictions has begun now that the new cohort has been identified. There are over 400 individuals currently managed through the Force IOM programme. There are plans to extend the remit to include certain violence offences. GPS tagging is being trialled for shop theft offenders. The Reducing Reoffending Board has commissioned a full review of Premium Service provisions and IOM tactical delivery. The most recent performance information for IOM shows success in reducing the frequency and severity of offending for offenders in both the IOM Shop Theft cohorts and general cohorts. The performance framework for managing IOM is being shared with partners through the reducing Reoffending board. IOM is currently under review and consideration will be given to including persistent DV perpetrators in IOM contract. 	G
T6-P01	P - Work through the Multi Agency Public Protection Arrangements (MAPPA), to manage supervision in the community of the most dangerous violent and sexual offenders	
NH	<ul style="list-style-type: none"> The overriding principles of MAPPA remain the protection of public from sexual and violent offenders who are due to be released from custody or are living in the community. With this as its foundation, the MAPPA office in Nottinghamshire efficiently coordinates the monthly level 3 Panel MAPPA meetings which are attended by senior managers from the Responsible authorities and duty to cooperate agencies along with on average 50 level 2 meetings held per quarter. The 1st June 2014 saw the demise of Nottinghamshire Probation service and the introduction of the National Probation Service whose area of business is the management of high risk of harm and MAPPA cases. Recent recruitment has seen the appointment of two lay advisors who will sit on the MAPPA SMB acting as a “critical friend” and bringing their knowledge and experiences of the area. An extensive training schedule is maintained by the MAPPA unit ensuring that all relevant agencies are fully aware of their requirements under MAPPA. The multi agencies training schedule continues to be delivered on a rolling programme basis. 	G

T6-P02	P - Expand the use of restorative justice by partners and ensure consistent application of practice	
KD	<ul style="list-style-type: none"> Following the completion of the Restorative Justice (RJ) consultancy project as described in Action T2-C01 the Commissioner is intending to go out to tender to commission a new restorative justice service for Nottinghamshire from 1st April 2015. This project is on track for completion within timescales. See also T2-C01. A new restorative justice provider, called 'Remedi' has been appointed by the Commissioner to provide, restorative justice interventions for victims for the period from February 2015 to March 2016. Staff recruitment and training, information sharing protocols, office set up and case transfer have all been completed by end of March. First meeting of the Nottinghamshire Restorative Strategy is to take place in early April 2015. Good progress has been made implementing this project according to the stated commissioned milestone. 	G
T6-P03	P - Provide support to complex and priority troubled families	
NW	<ul style="list-style-type: none"> The National Troubled Families Project: The Troubled Families project was launched by Central Government in December 2011 to 'turn around' the lives of 120,000 of the most troubled families in the UK. It aims to deliver intensive whole-family support to families with complex needs in a bid to achieve long-lasting change, and is focussed on reducing criminal activity and anti-social behaviour, improving school attendance and supporting adults into work. The Commissioner is member of the Health and Well Being Boards in the City and County. This action cuts across a number of service areas. For example, Nottinghamshire County Council is supporting 1,580 Nottinghamshire families with complex needs over the next three years through the Supporting Families Programme, following the launch of the National Troubled Families Programme. Families are allocated a named worker who will be responsible for delivering intensive whole-family support focussed on reducing criminal activity and anti-social behaviour, improving school attendance and supporting adults into work. The City Council is training its frontline staff to focus on the whole family, rather than just individuals with 'isolated' issues. This means sharing the expertise of our huge range of talented staff. Spending extra time with the whole family to focus on the bigger picture at an earlier stage is better for the family and could reduce the need for costly interventions further down the line. Many complex and troubled families reside in the County's 18 Priority Plus areas and the City's 5 High Impact Areas. The Commissioner has provided £28,278 for each area to help Partners and Police problem solve issues of crime and antisocial behaviour. 	G

7	Spending your money wisely	
T7-C01	C - Achieve greater financial savings from regional collaboration	
CR	<ul style="list-style-type: none"> • Nottinghamshire Police continue to work closely and collaborate with EMSOU to provide efficiencies for policing as well as financial benefits. Recently Commissioners across the region have agreed to collaborate on operational support and Criminal Justice services. • Nottinghamshire continues to work closely with partners at a local and regional level. This work ensures resilience in specialist and support services and delivers savings for all partners. The East Midlands forces have been collaborating for 10 years and as such a robust governance system has been developed over the years. As a region we have been successful in bidding for innovation fund monies which have provided better technological solutions, such as Body worn Video. • At a local level close working with partners has improved the service for victims. For example the use of nurses for mental health triage in the communities and partners being located within the control room to ensure the first point of contact is the most appropriate point of contact. • 	G
T7-C02	C – Coordinate the rationalisation of the Force's property estate, working with partners to maximise integrated working, and rationalise the vehicle fleet whilst continuing to improve quality, suitability and performance	
CR	<ul style="list-style-type: none"> • This is an on-going piece of work in which solutions with local authority, NHS and others co-locate. • Proposals to co-locate the Police with Bassetlaw District Council at their offices at 17b The Square, Retford have been agreed. This proposal will provide savings to contribute towards the annual efficiency savings and enable an old police station to be sold. This initiative follows on from other successful co-locations including with Rushcliffe Borough Council at West Bridgford Police Station and with Broxtowe Borough Council at their offices in Beeston. Opportunities for further co-locations are being explored. • Where co-location is not possible other methods of working are explored - e.g. drop in places for officers and improved mobile working through IT investment. 	G

	<ul style="list-style-type: none"> It is proposed that Central Police Station and Canning Circus Police Station be replaced with Byron House, Maid Marian Way, Nottingham. Byron House will be the new base for the Aurora II partnership between Nottinghamshire Police and Nottingham City Council Community Protection. The building is owned by Nottingham City Council and the Police will take a 25 year lease of space within the building. It is estimated that these proposals will result in annual revenue savings of approximately £128,000 and will generate capital receipts from the sale of Central and Canning Circus Police Stations of approximately £2.71m. The Police share of the initial capital cost of refurbishment of Byron House is estimated at £0.86m. In addition to this contribution, the Police will transfer the freehold interest in Sneinton and Meadows Police Stations (valued at a total of £0.5m) to Nottingham City Council. Further details of these arrangements are provided in the attached Report The review of Sneinton Police Station, Meadows Police Station, Eastwood Police Station and Mansfield Woodhouse Police Station is part of the Estates Rationalisation Phase 3 work stream to provide a fit for purpose, flexible and sustainable estate enabling savings to be delivered of £2.4m over 3 years. 	
T7-C03	C - Develop a regional transformational programme of change to deliver value for money	
CR	<ul style="list-style-type: none"> There is a significant regional change programme in the process of rolling out. It will significantly change where support services are delivered from and already most of the police specialist services are provided this way, the Commissioner has approved a new policing model/delivering the future, which was subject to consultation and extensive briefings with partners in 2014/15 	G
T7-C04	C - Implement and promote the Social Responsibility Strategy	
KS	<ul style="list-style-type: none"> The Strategy has been drafted with a supporting Action Plan to be delivered. This Strategy will be launched but before the end of 2014. The Social Responsibility Strategy had been drafted in 2014, there will be a refresh in line with the refresh of the Consultation and Engagement Strategy and will be launched in the summer 2015. 	G
T7-C05	C - Implement the commissioning strategy to target resources to local communities to help resolve local problems	
NW	<ul style="list-style-type: none"> A Commissioning Framework has been drafted in 2014-5 which will be finalised and published during 2015. The Framework sets out how the Commissioner will target his resources. The final version will incorporate lessons learnt from 	G

	the Cabinet Office's Commissioning Academy as well as best practice identified by internal auditors.	
T7-C06	C - Recruit more volunteers, including cadets, Rural Specials, Specials, volunteer PCSOs, and Neighbourhood Watch	
SA	<ul style="list-style-type: none"> • This action relates to the Commissioner's second pledge. • At the end of March 2015 the Force has: <ul style="list-style-type: none"> ○ 263 Special Constables ○ 223 Volunteers ○ 148 Cadets • The Special Constable numbers have been depleted by Specials leaving to become Police Officers which is the result of the Officer recruitment activity and also activity to remove Specials who could not meet the required hours commitment. • The Force has recently advertised for Special Constables and received 122 applications, which will assist in establishing rural Special Constables. • The Commissioner has committed £21,000 from his Community Safety Fund to facilitate the amalgamation of the City of Nottingham Neighbourhood Watch Council and NottsWatch to form a county-wide Nottinghamshire Neighbourhood Watch organisation. • The amalgamation of the City and County branches of Neighbourhood Watch will ensure that future crime prevention work is more integrated and that resources are pooled to help increase membership of this very worthwhile scheme. It will also help to maintain the organisation's website which keeps residents up to date with the latest risks and advice. • In the new format, Nottinghamshire Neighbourhood Watch will oversee a host of self-help schemes across the county, some with 40-plus members. The work is driven towards reducing opportunities for crime and anti-social behaviour, promoting the birth of new schemes in communities, providing street signs and deterrent stickers for Neighbourhood Watch areas and providing advice about domestic security and personal safety. It also uses an 'Alert' system to inform the community about crime risks and generates valuable intelligence. 	A
JN	<ul style="list-style-type: none"> • During the year the Volunteer Manager (VM) of the Commissioner's office has recruited 11 new Custody Visitors in April 2014 and they have now all been trained and vetted. They have just started making custody visits during the summer. They are all on a six month probationary period and will be undertaking visits with experienced CV's for the first 3 months 	G

	<p>(or longer if required) to gain 'on the job experience'. The VM will be monitoring their progress and will assess them towards the end of their probationary period.</p> <ul style="list-style-type: none"> • The new Independent Custody Visitor recruits have successfully completed their 6 months probationary period and are now fully trained. The reports from the experienced ICV's who have trained the new recruits have been very positive. • The Volunteer Manager is in the process of recruiting 3 new volunteers to the Animal Welfare Scheme (AWS) to bring the numbers back to 6. Interviews are in March 2015 and the new AWS Lay Visitors are expected to be in post by April 2015 following vetting and reference checks. • The PCC currently has: <ul style="list-style-type: none"> ○ 23 Independent Custody Visitors ○ 3 Animal Welfare Lay Visitors (recruitment on-going) ○ 6 Mystery Shoppers 	
T7-F01	F - Explore opportunities for collaboration and partnership to reduce costs and improve services whilst continuing to meet the Strategic Policing Requirement (SPR)	
AB	<ul style="list-style-type: none"> • The Force is collaborating on Specialist Service areas around regional CJ (EMCJS) and OSD (EMOpSS) as well as looking at moving from a 3 Force to 5 Force Forensics. Others areas of collaboration are MFSS and PBS, EMSOU, Major Crime, Procurement, L&D, Legal & ICT. • Innovation funds have been secured for collaborative work in excess of £8m for the region. Nottinghamshire are leading on body worn video. • The Policing Business Services project (PBS), merging Business and Finance areas with Northamptonshire are planned over the coming year. 	G
T7-F02	F - Implement sustainable workforce planning, building a culture of excellence and innovation while addressing any disproportionality	
AB	<ul style="list-style-type: none"> • A significant amount of work has taken place over the past year in relation to recruitment and retention especially a targeted BME recruitment programme which was initiated by the Chief Constable, and which engaged faith and community leaders in identifying potential candidates for Police Officer roles, launched in October 2013. The programme supported candidates with; interview techniques workshops, vetting advice, specialist training for competency based questionnaires and SEARCH© assessment centres. In addition each candidate was provided a mentor in the form of an existing police 	G

	<p>officer or police staff member for the duration of the programme. Although only a small number were involved in the programme the success rate of BME applicants showed a 60% increase overall when compared with the success rate of BME applicants in the recruitment process in February 2013.</p> <ul style="list-style-type: none"> • Engaging with staff: Independently facilitated workshops to identify barriers to recruitment and progression were held with all BME officers and staff and the resulting “BME Voices” report and recommendations have been shared with the steering group and incorporated into the strategic Equality, Diversity and Inclusion action plan. The organisation has also worked closely with the College of Policing and assisted in the development of the national survey of all BME officers carried out earlier this year, the results of which are due to be published shortly. • The Force is currently working closely with the College of Policing in a number of areas: <ul style="list-style-type: none"> ○ Working with the BME Progression 2018 programme to identify best practice and produce guidance for the application of positive action in Police Officer recruitment, ○ Piloting an “Emerging Potential” training course for BME officers and staff Identifying suitable BME candidate for the new fast track PC to Inspector programme. ○ Researching the equity of current national assessment processes for BME applicants. • In addition three BME inspectors from Nottinghamshire have secured places on the national “Releasing Potential” development programme run by the College of Policing. This is a seven month development programme, limited to 32 places nationally, made up of workshops, action learning sets, coaching and mentoring for BME inspectors to assist in their career development. • There has been an ongoing programme of community engagement by the Positive Action team who have joined with the corporate communication team to deliver a presence at a number of key events over the past year including, the Caribbean Carnival, Nottingham MELA and the Riverside festival. In addition, the team has run a variety of engagement activities within communities for example a number of successful engagement events were held during Ramadan at Mosques across Nottingham City, Young BME people were invited to Police HQ as part of Nottingham City Councils “Tap the Gap” programme 	
T7-F03	F - Provide officers and staff with joined up, innovative, reliable and easy to use technologies that make them more effective and accessible, and make their jobs easier	
AB	<ul style="list-style-type: none"> • A number of projects are now being rolled out to address this area. For example, Tetra Tabs have been installed in all response vehicles across the City and County. These rely on a 3G signal to operate and SIM cards have been provided to response teams from different providers (Vodafone, 3, EE etc), based on established 3G coverage for their response 	G

	<p>areas. These devices allow Officers to perform LAN access would provide. The Force is currently trialling two Mi-Fi units, which boost 3G signal strength, these are used successfully by Hertfordshire Police.</p> <ul style="list-style-type: none"> • The NICHE project is underway in Nottinghamshire – this is an IT system which will provide a number of critical Force systems on one platform, which will also link in with regional Forces. 	
T7-F04	F - Redesign the police workforce and integrate opportunities for volunteering through a 'Designing the Future' approach	
AB	<ul style="list-style-type: none"> • The Force is considering numerous proposals to “Deliver the future”. The shape of policing in the future, and how the Force’s services will be delivered, will depend on the resources available. In conjunction with the Commissioner the Force consulted on the budget final decisions were based on the settlement presented by central government in December 2014. Looking further ahead, the Commissioner and Force also have to take into account the crucial questions arising from the next Comprehensive Spending Review after the new Government is formed in 2015. • At this stage, the final figures are not known but it is expected that more challenging savings targets will be required. These, in turn, will mean changes in the way policing is delivered in Nottinghamshire. Change will prompt new and improved ways of working. Both Commissioner and Chief Constable are therefore determined to do all that can be done to both enhance the way services are delivered and to become more efficient with our resources. In the meanwhile, new policing models are being considered and will be consulted upon. • A new ‘Citizens in Policing’ department has been created through Designing and Delivering the future which will have the responsibility for developing volunteering. 	G
T7-F05	F - The Force amends the 100% Attendance policy to ensure more effective use of resources.	
AB	<ul style="list-style-type: none"> • The recently introduced CRIM (Contact Resolution & Incident Management) affectively replaces the 100% attendance policy in order to make much better use of resources and management of demand. 	G
T7-F07	F - The Force should critically examine demand for service and consider revising its working practices to ensure better use of limited resources.	
AB	<ul style="list-style-type: none"> • The CRIM Project addresses this action as outlined above. • Delivering the Future will also address current and future workforce plans, budgets and working practises to meet future demands in line with available resources. 	G

T7-F08	F - The Force should review the findings of the Base Budget Review and current HMIC Value for Money Profile 2013 to consider how to address key outliers compared to other Forces.	
AB	<ul style="list-style-type: none"> • Electronic file transfer - increased efficiency of Police led prosecutions - increased efficiency and reduced costs plus income to cover any existing costs • Streamline digital files - reduced poor quality, increase effectiveness at court • Early guilty plea schemes - CC is on-going , Mags is yet to start but the CC had increased the GP rate and reduced inefficiency in the CC • Local Early guilty plea scheme - looking at early disclosure - this is too early to determine results but should engage defence earlier and therefore raise effectiveness • Transforming summary Justice and Disclosure review - work in progress official go live is May 2015 but we are starting to work regionally on the solution which should increase effectiveness by having the right prep time (improves quality), correct brigading of cases to allow the correct resource to be allocated to court with the correct review time, police support at court to reduce adjournments and an earlier input of disclosable material to engage the defence and streamline the case progression through the courts. • Regionalisation of CJ increases efficiencies through streamlining business via a single approach, creates economies of scale and releases savings to aid the front line. • Revised Q1 forecast produced and submitted to Commissioner for approval that ties back to funding. Within this efficiency savings have been risk assessed and timings re-evaluated • The HMIC report around VtP4 has meant now that we have Commissioner approved plans around the future movements through to 2020 incorporating DTF. HMIC are back in to assess this in September. 	G
T7-F09	F - The Force's daily Crime and Performance (CAP) database should be further developed to incorporate an option to view the data with both population and households so that comparative performance of areas can be better understood	
AB	<ul style="list-style-type: none"> • The Force view is that there would be very little value to adding the population and household figures to the daily Crime and Performance (CAP) as the report compares performance across classes as opposed across areas. Consideration will be given to adding these data to the newly rebuilt Crime and detection monthly performance report which recently went live on the Intranet. 	A

LEAD OFFICERS KEY

Andy Burton

PL3-F02
T1-F01
T1-F02
T1-F03
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T7-F05
T7-F07
T7-F08
T7-F09

Andy Burton + Sharon Ault

PL2-F01
Charlie Radford
PL1-C01
PL6-C04
T5-C02
T7-C01
T7-C02
T7-C03

Dave Wakelin +Ak Khan

T1-P03

Karen Sleigh

T1-C06
T2-P01
T3-C03
T5-C01
T5-C03
T5-C06
T7-C04

Helen Jebb +Jane Lewis

T1-P01

Kevin Dennis

T2-C01
T6-C04
T6-P02

Nicola Wade

PL4-C02
PL5-C03
T1-C02
T1-C04
T1-C07
T1-P02
T2-C02
T3-C01
T5-C04
T5-C05
T6-C02
T6-P03
T7-C05
T7-C07

Nigel Hill

T6-P01

Phil Gilbert

T1-C03
T3-C02
T3-C04
T6-C05

T6-C06

Phil Gilbert + Tony Shardlow

T3-C05

Sharon Ault + Jackie Nash

T7-C06

Sue Martin

T1-C01
T1-C05
T4-C01
T4-C02
T6-C03

Supt A Pearson + Alex Castle Clark

T4-P01

Supt A Pearson + Alex Castle Clark + Tony Shardlow

T4-P02

Tony Shardlow + James Rhodes

T3-P01

For Information	
Non Public	Category 7
Report to:	Police and Crime Panel
Date of Meeting:	15th June 2015
Report of:	Update on Nottinghamshire Police's approach to tackling Organised Crime
Report Author:	DSupt Mark Pollock
E-mail:	mark.pollock@nottinghamshire.pnn.police.uk
Other Contacts:	(101) 817 1028
Agenda Item:	10

Update on Nottinghamshire Police's approach to tackling Organised Crime

1. Purpose of the Report

- 1.1 This report will detail the methods by which Nottinghamshire Police identify and reduce the threat posed by organised crime in the county. It will outline details of the organised crime group management process, governance arrangements and strategy and offer an indication of the current threat from such groups.

2. Recommendations

- 2.1 1: That the Police and Crime Panel note this report.
2: That the Panel support the development of OCG Partnership Boards.

3. Reasons for Recommendations

- 3.1 Serious and organised crime is recognised as a significant threat to both Nottinghamshire and the UK as a whole. HM Government's Serious and Organised Crime Strategy places considerable emphasis on partnership working and it is important that the PCC Panel is sighted on current measures to tackle the issue within Nottinghamshire.

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

- 4.1 Serious and organised crime has long been recognised within the Home Office's Strategic Policing Requirement as a National Threat (together with terrorism, national cyber security, public order, civil emergencies and child sexual abuse). HM Government's Serious and Organised Crime Strategy sets out under 'the 4 P's' (Prepare, Prevent, Protect and Pursue) the measures expected of law enforcement agencies and other partner agencies to tackle the problem.

In Nottinghamshire, organised crime and the groups associated with it have been a priority in one form or another for Nottinghamshire Police for many years. The threats and risks posed by organised crime are diverse, covering multiple crime types and causing individual and community harm, damage to crime performance and loss of public confidence. Nottinghamshire Police's approach to dealing with the issue is closely tied into collaborative policing arrangements through the work of the East

Midlands Special Operations Unit (EMSOU) who in turn liaise with other regional and national agencies.

In the 2014/15 Nottinghamshire Police Strategic Intelligence Assessment, organised crime was identified as an area where plans were progressing, but where some additional action was required. Primarily, this was due to the need to develop partnership working and, in particular, the Prevent and Protect strands of the strategy. Accordingly, Nottinghamshire Police is currently further developing its ties with local, regional and national agencies in order to offer the best possible combined strategy and tactics to tackle organised crime.

4.2 **Currently identified Organised Crime Groups (OCGs)**

OCGs are identified in partnership between Nottinghamshire Police and the EMSOU OCG Mapping (OCGM) Team. The process used ensures consistency and communication across the East Midlands region and further afield. The methodology has been used to identify the 34 currently active OCGs assessed as having an impact within Nottinghamshire's borders and which contain nominals who are predominantly living within Nottinghamshire. Each of these groups meets the ACPO definition of OCGs:

"Individuals, normally working with others, with the intent and capability to commit serious crime on a continuing basis, which includes elements of: planning / control / coordination / structure / group decision-making".

OCGs within Nottinghamshire include 255 nominals classed as currently active within organised crime although it should be noted that these numbers are fluid due to the nature of criminal and law enforcement activity. Nominals are spread across Nottinghamshire with a roughly 60/40 split between the City and the County (based upon the nominals' home addresses rather than necessarily where they commit crime). The methods of identifying and managing these OCGs are detailed below.

4.3 **Organised Crime Group Management (OCGM) Process**

The diverse nature of the threat posed by organised crime requires a complex but robust management process. Each OCG is assigned a Lead Responsible Officer (LRO) within the Force who takes on the responsibility for the management and co-ordination of activity around the OCG and acts as a single point of contact. The LRO monitors the criminal activity of their assigned OCG with the assistance of an Intelligence Analyst and reviews all intelligence that comes in. They log decisions and current concerns around OCGs via the Force's Organised Crime Administration (ORCA) database, which has been specifically designed in-force to help monitor and manage OCGs. Members of the OCGM team meet regularly with each LRO to assign each OCG a:

Threat score: based on criminality and intent, which enables meaningful comparisons to be made between the threats posed by different OCGs so that appropriate resourcing can be put in place. It also offers a sense of whether the threat from a single OCG is increasing or decreasing based on the changes in score over time. This scoring is always done in conjunction with the OCGM team to maintain consistency across LROs within and between forces across the East Midlands Region. Considerations which impact on the overall score are varied but include issues such as community impact, violence used, commodities supplied by the OCG and the capability of the group to commit crime.

Banding: ranging from 1A to 5C. Again this is based upon intent and criminality and is used to provide an indicator as to the level of risk presented by particular groups

across regional Forces (see table below for details on banding). The Regional Tactical Tasking Group (RTTCG) employs the rebuttable presumption that EMSOU will offer tactical support to all groups assessed as 3B or above.

Tables showing the banding of Nottinghamshire OCGs:

34	5A	4A	3A	2A	1A
	4	5	3	1	2
	5B	4B	3B	2B	1B
	16	2	1	0	0
	5C	4C	3C	2C	1C
	0	0	0	0	0

Intent and Capability	5 A	4 A	3 A	2 A	1 A
	Low level or infrequent criminality; impact local; hidden.	Moderate scale or volume; impact local; diluted.	Serious or frequent criminality; impact visible; temporary.	Significant level of criminality; impact visible and acute.	Extremely high scale; multiple crime types; visible; chronic impact.
	Highly organised and disciplined; expert; resourced; covert and/or corrupt others.	Highly organised and disciplined; expert; resourced; covert and/or corrupt others.	Highly organised and disciplined; expert; resourced; covert and/or corrupt others.	Highly organised and disciplined; expert; resourced; covert and/or corrupt others.	Highly organised and disciplined; expert; resourced; covert and/or corrupt others.
	5 B	4 B	3 B	2 B	1 B
	Low level or infrequent criminality; impact local; hidden.	Moderate scale or volume; impact local; diluted.	Serious or frequent criminality; impact visible; temporary.	Significant level of criminality; impact visible and acute.	Extremely high scale; multiple crime types; visible; chronic impact.
	Display structure and competence; may regularly use violence and/or specialists.	Display structure and competence; may regularly use violence and/or specialists.	Display structure and competence; may regularly use violence and/or specialists.	Display structure and competence; may regularly use violence and/or specialists.	Display structure and competence; may regularly use violence and/or specialists.
	5 C	4 C	3 C	2 C	1 C
	Low level or infrequent criminality; impact local; hidden.	Moderate scale or volume; impact local; diluted.	Serious or frequent criminality; impact visible; temporary.	Significant level of criminality; impact visible and acute.	Extremely high scale; multiple crime types; visible; chronic impact.
	Fluid; disorganised; may have transient membership and lack skill or resources.	Fluid; disorganised; may have transient membership and lack skill or resources.	Fluid; disorganised; may have transient membership and lack skill or resources.	Fluid; disorganised; may have transient membership and lack skill or resources.	Fluid; disorganised; may have transient membership and lack skill or resources.
Criminality					

Tier: ranging from 1 to 4, tiers are based upon the current level of police activity deployed against the OCG and are used as an indicator as to how often an OCG needs to be reviewed by the LRO and EMSOU – for example, a Tier 1 OCG that is subject to a comprehensive operation or investigation will be formally re-scored monthly, whereas a lower risk Tier 4 OCG that is being monitored and opportunities developed as intelligence arises, may only be re-scored every six months.

- 4.4 In addition to the scoring process outlined above, OCGs are discussed at the relevant Divisional (Level 1) Tactical Tasking and Co-ordination meeting in order to review current activity and assign resources to LROs. Where appropriate, this meeting will seek the tactical support of force resources through the Force (Level 2) Tasking and Co-Ordination Meeting. Further, and held immediately before Level 2 tasking, a monthly Force OCG Management Scrutiny Meeting is held in order to add an additional level of review by Chief Officers and Senior Managers. Within this meeting, current trends in organised crime are discussed as well as updates as to why scoring levels may have changed for particular groups. On a rolling basis, each OCG is subject to a scheduled “deep dive” scrutiny so that Senior Managers are assured that all risks are being correctly managed and resourced. This meeting,

chaired by an ACC is attended by LROs, Intelligence representatives, EMSOU, resource holders, divisional stakeholders and Senior Officers in order to provide a forum for problem solving to be properly reviewed.

Above this meeting sits the Regional Tactical Tasking and Co-ordination Group (RTTCG), chaired by the DCC Head of EMSOU and attended by ACCs from each of the regional forces as well as Heads of Crime, Directors of Intelligence and representatives from other law enforcement agencies (such as the National Crime Agency, Immigration Enforcement and Her Majesty's Customs and Excise). This meeting serves to task and review EMSOU specialist resources across the region. Requests for regional assets and tactics are considered and the meeting also provides a forum for the identification and review of cross-border organised crime problems that may be impacting on multiple forces.

The above structures enable LROs to access resources from the most appropriate level, from BCU assets through to capabilities held nationally within the NCA.

4.5 Identification of new OCGs

The OCGM process also describes the means by which OCGs can be identified, mapped and scored. Such groups are identified through a variety of avenues including:

- Intelligence
- Investigations
- Partnership work
- EMSOU (other Forces or investigations)

All operational officers and staff within Nottinghamshire Police have received an online training package which helps them to spot the characteristics of an OCG and the means by which they can bring them to the Force's attention.

Intelligence regarding potential OCGs is developed and directed to the OCG Management Scrutiny meeting for consideration. If the criminal group is assessed as meeting the definition of an OCG, it will be formally triggered to the OCGM team along with any completed development work. They are then responsible for making a final decision as to whether the group should be mapped. If so, then an LRO will be assigned and the OCG becomes part of the overall management process.

4.6 Recent results of activity

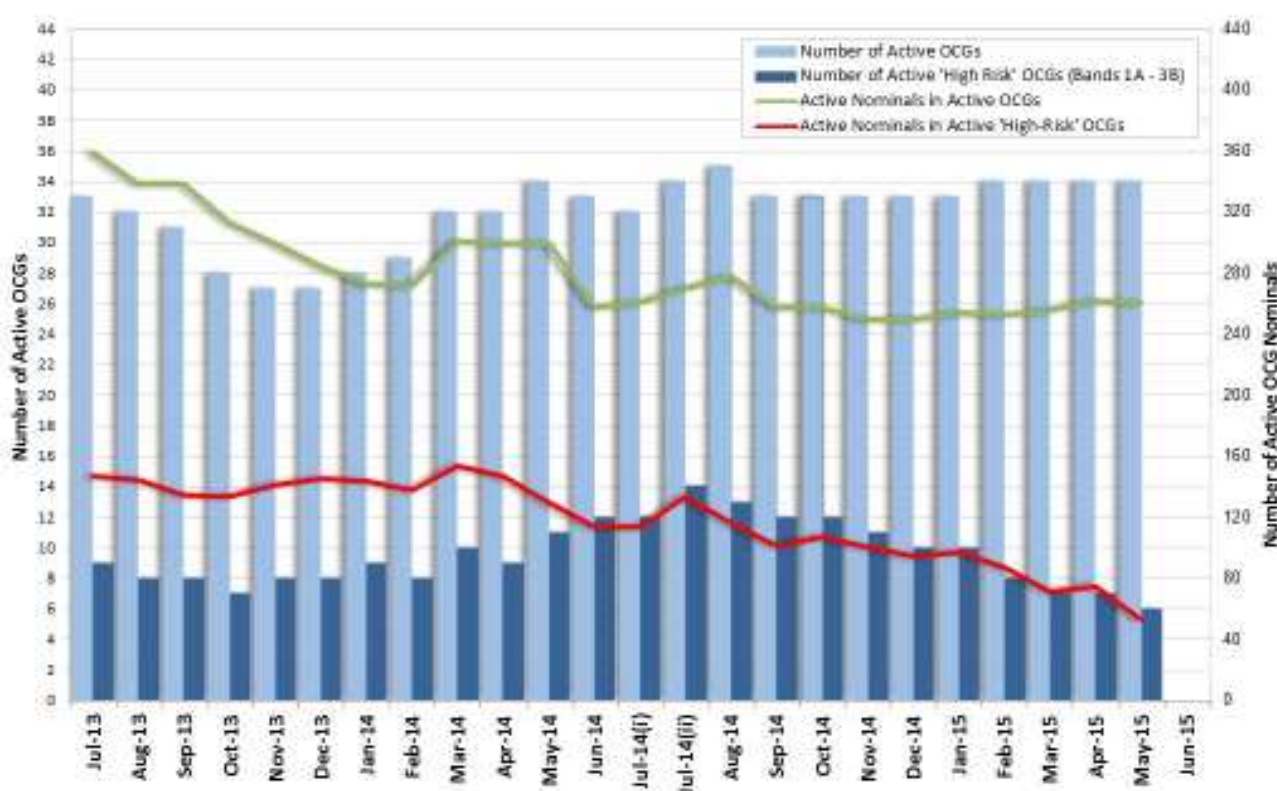
Under the Pursue aspect of the 4 P's, Nottinghamshire Police have continued to resource operations designed to target high risk OCGs and their members. These operations aim to disrupt the group and erode their ability to continue to operate. Operation Vanguard is an example of such an initiative. The Police's Vanguard Team are a dedicated resource focussing on Urban Street Gangs and firearms. Between April 2014 and February 2015 this team has recovered drugs with a street value of £2,836,429, cash to a value of £85,705, plus 5 firearms and associated ammunition. This trend has continued in recent months with operations such as Jongleur. Operation Jongleur is a recent operation focussing on one of the City's Urban Street Gangs, which has resulted in over 60 premises searched, 40 arrests, 19 persons charged on drugs offences with 13 on police bail pending further enquiries. The operation has also recovered drugs with a street value of £15,000 (including £13,000 worth of Class A heroin and cocaine) and £44,311 in cash.

Vanguard Plus is the 'Prevent' and 'Protect' element of the same initiative. Led by Local Authority partners and governed through the Ending Gang and Youth Violence initiative, disruption tactics have resulted in a 1.2% drop in EGYV cohort members

offending, a DWP diversion project that saw 23 nominals taking part with 18 being offered jobs at the end of the course and 6 nominals being referred to CCM mediation options (with a further 4 pending).

Operation Timon is another example of initiatives targeted at those groups causing the most harm. Led by EMSOU and using resources of both Nottinghamshire Police and the National Crime Agency, it has led to the arrest and charging of key members of a group with National and International links.

Although it is important to bring OCG nominals to justice, the main focus around police work in this area is to disrupt the activity of the groups and make it unviable for them to continue with their activities. To this end, and in order to give one indicator of disruption, the OCGs and numbers of nominals in each of the OCGs are monitored on a monthly basis. This can be seen in the chart below:



The above chart shows the overall numbers of active OCGs and active nominals as well as those OCGs and nominals that are classed as high risk. It is important to note that some of the fluctuation in this chart is due to changes in counting and EMSOU reviews that have changed how we classify OCGs as our understanding progresses. However, even allowing for this, we can see that the proportion of OCGs and individuals that are high risk has been reducing month on month suggesting that tactics are working in terms of disruption and reducing the threat of organised crime.

4.7 Moving forward – increased Partnership working

A key element of both the Serious and Organised Crime Strategy and the Strategic Policing Requirement is the requirement to increase partnership working around organised crime across all agencies. It is widely recognised that different agencies hold different (but important) information about organised crime and are able to deploy tactics not available to the police alone. Traditionally there has been a focus

on OCGs primarily involved in the sale and use of drugs and firearms. More recently, however, there has been an increasing understanding of those based on illicit tobacco, organised sexual exploitation and modern slavery. The police are not necessarily best placed to lead on the efforts to tackle such groups – Trading Standards, HMRC and Immigration Enforcement may all be more suited to tackle certain aspects of these groups.

Most OCGs will, of course, remain the lead responsibility of the Police but even in respect of these, partnership agencies have a key role to play in support of the Pursue, Prevent and Protect strands. It is of particular note that development of the 'Prevent' agenda in reducing the threat from organised crime features within the Nottinghamshire Police and Crime Plan. To this end, Nottinghamshire Police has been seeking to increase working ties with partnership agencies to ensure that Organised Criminality is a shared priority with a combined approach to disruption. Such work is built on existing and longstanding good practice around initiatives such as Vanguard / Vanguard Plus.

The Serious and Organised Crime Strategy recommends the establishment of Local Organised Crime Partnership Boards (OCPB) which would include local authorities and agencies and in which the Police and Crime Commissioner should play a key role. According to the Strategy, the work of these boards should be informed by serious and organised crime local profiles.

It is currently envisaged that Nottinghamshire will have two such boards, one each in the City and County. Nottingham City has already established the Nottingham Organised Crime Executive Group (NOCEG), which replaces the Ending Gang and Youth Violence (EGYV) Board and which continues, under a broader remit, the work started under that Board. In the County, proposals are being worked through to encompass the role of an OCPB within the existing Safer Nottinghamshire Board Performance Group. It is hoped that these boards will provide the forums needed to deliver the most appropriate partnership interventions against the areas of organised crime of most concern.

Three Organised Crime Local Profiles have already been produced for Nottinghamshire by EMSOU based on OCGM data held centrally. The limitations of these products have been recognised, particularly in respect of the granularity of evidence contained therein. In March 2015, HM Government published an illustrative profile which set out the contents of a best practice local profile. As a direct result, two further local profiles have been commissioned, one each for City and County. These are being prepared within Nottinghamshire Police and it is hoped that they will contain sufficient information to support meaningful decision making by the Partnership Boards in respect of work streams for the year ahead. Initial drafts are due for publication by mid-May.

In order to raise the profile of, and focus, Nottinghamshire's work around organised criminality, the PCC is planning a partnership conference on the subject to be held in the Autumn of 2015. Targeted at strategic leaders within the partnerships, it will include examples of good practice from across the country.

4.8 Conclusion

Whilst much has already been done to reduce the threat from organised crime within Nottinghamshire, and law enforcement has seen many successes against OCGs in the county, there is no room for complacency. The changing landscape of criminality and emerging criminal groups mean that new strategies and tactics have to be found to tackle them. Cyber-crime, human trafficking and organised child sexual abuse all

require new and untested measures, many of which fall outside the traditional 'Pursue' strand. There are, however, many resources as yet untapped and it is essential that the appropriate partnership arrangements are put in place to develop 'Protect', 'Prepare' and 'Prevent' work.

The Commissioner's Office with Nottinghamshire Police are planning to hold a local conference for partners in September this year to increase awareness and commitment to addressing serious and organised crime. Panel members will be kept informed of this event.

5. Financial Implications and Budget Provision

5.1 Not applicable.

6. Human Resources Implications

6.1 Not applicable.

7. Equality Implications

7.1 Not applicable.

8. Risk Management

8.1 Not applicable.

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

9.1 Serious and Organised Crime features on the National Strategic Policing Requirement and within The Police and Crime Plan.

10. Changes in Legislation or other Legal Considerations

10.1 Not applicable.

11. Details of outcome of consultation

11.1 Not applicable.

12. Appendices

12.1 There are no background papers relating to this report.

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

13. There are no background papers relating to this report.

