

# 2013-2018



## Foreword

Welcome to Nottinghamshire's first Police and Crime Plan, which explains the key strategic priorities for action over the next five years for policing and crime in Nottingham and Nottinghamshire.

On 15 November 2012, Nottinghamshire had its election for the first Police and Crime Commissioner. The Deputy Commissioner and I are absolutely determined, to speak up for you with a strong voice through working with partners across community safety and criminal justice services, to address the policing and crime issues facing victims and citizens of Nottingham and Nottinghamshire, my pledges are to:

- Campaign against Government funding cuts to Nottinghamshire's Police budget.
- Improve Community Policing across Nottinghamshire by taking on 150 extra Police Officers and 100 Police Community Support Officer's.
- Work in partnership to reduce anti-social behavior by 50%.
- Give extra priority and resources to domestic violence and crimes against girls and women.
- Ensure that the victims of crime are treated as people, not cases, and will properly fund Victim Support.
- Be fair, honest and will protect tax-payers money.

We will be work with the Chief Constable and other partners, and particularly the Police and Crime Panel to deliver and improve the performance of policing Nottinghamshire, to cut crime and anti-social behaviour and to continue to build trust and confidence in policing.

The introduction of the Police Reform and Social Responsibility Act 2011 brought with it a fundamental change to the policing landscape of England and Wales. At the same time Nottinghamshire Police faces unprecedented cuts of £42 million, equivalent to a 20% budget reduction and being underfunded each year by £10.5 million. Already almost 300 Police Officers and 450 support staff have lost their jobs. We will be campaigning for extra resources and we will be ensuring that we have more Police Officers back on the front line together with more Police Community Support Officers (PCSOs) so that we can concentrate on reducing crime and anti-social behaviour and making Nottinghamshire a safer place to live, work and visit. Put bluntly, you can't cut crime by cutting Police Officers.

As the Police and Crime Commissioner, I want to be known as "**The Peoples' Commissioner**". We police by consent in this country and I will serve by consent. We want your support to make this happen.



**Nottinghamshire's Police and Crime  
Commissioner: Paddy Tipping**

**Nottinghamshire's Deputy Police and Crime  
Commissioner: Chris Cutland**

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## Part A: Setting the Scene

### 1. Introduction

#### Background

This is the first Police and Crime Plan (the Plan) published by the Nottinghamshire Police and Crime Commissioner (the Commissioner). The Plan covers a period of five years from April 2013 to March 2018 and has been developed through partnership working and involvement from local communities, victims of crime and local citizens to outline the vision, core values and strategic priorities for policing. The Commissioner's vision is simply to be **"The Peoples' Commissioner"**, by giving victims and citizens a bigger voice in policing to achieve a safer Nottingham and Nottinghamshire".

The Plan sets out the intentions for people and communities to feel safe, have trust and confidence in high quality policing services, community safety and criminal justice services. These outcomes will be achieved through reducing crime and anti-social behaviour, ensuring fairer treatment of victims and citizens and using public resources wisely.

This Plan has brought together for the first time, the priority themes for the Commissioner and strategic partners. There is also a signed up common way forward for policing which will make a safer Nottingham and Nottinghamshire. There are clear activities which will be led by the Commissioner, the Deputy Commissioner, the Force and community safety and criminal justice partners. These activities have been developed through the Commissioner's planning and commissioning cycle and will be refreshed annually to take account of consultation and engagement with victims and local citizens, the Chief Constable's Policing Plan and partners' strategic assessments and business plans.

The Commissioner will publish an Annual Report on the progress of delivery against the Plan after the first 100 days in office, and each year thereafter.<sup>1</sup>

#### Purpose, Functions and Responsibilities of the Commissioner

**The Police Reform and Social Responsibility Act<sup>2</sup>** received Royal Assent in September 2011. This Act abolished Police Authorities and replaced them with elected Police and Crime Commissioners. The first elections took place on 15<sup>th</sup> November 2012, with the Commissioner taking up office for policing and crime for Nottinghamshire from the 22<sup>nd</sup> November 2012.

The Commissioner<sup>3</sup> will build on a strong position in Nottingham and Nottinghamshire through the work of the Force, the previous Police Authority and community safety and criminal justice partners, to further develop joined up approaches to the prevention and reduction of crime and providing the public with a voice in the quality of services they need by:

- Securing an efficient and effective police force.
- Appointing the Chief Constable, holding him to account for the running of the Force and if necessary dismissing him.
- Setting the police and crime objectives for Nottingham and Nottinghamshire by producing a five year Police and Crime Plan (in consultation with the Chief Constable).

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<sup>1</sup> Specific Information Order 2011

<sup>2</sup> The Police Reform and Social Responsibility Act 2011

<sup>3</sup> The Policing Protocol

- Setting the annual Force budget and police precept,<sup>4</sup> producing an Annual Report setting out the progress against the objectives in the Police and Crime Plan.
- Contributing to the national and international policing capabilities set out by the Home Secretary in the Strategic Policing Requirement (SPR).<sup>5</sup>
- Appointing a Deputy Commissioner.
- Co-operating with partners and providing an efficient and effective criminal justice system.
- Working with partners and funding community safety activity to tackle crime and disorder.
- Making grants to relevant organisations through commissioning.

## Strategic Framework

This Plan sets out the overall strategic direction and long term vision for delivering high quality sustainable policing services across Nottingham and Nottinghamshire. The Commissioner has developed the Strategic Framework for delivery of the Plan, which identifies the vision, outcomes, objectives, pledges and values. The Strategic Framework also identifies the strategic priorities and activities which have been developed through the Joint Partnership Strategic Assessment. There will be continuing development of the performance measures and targets to ensure that the outcomes are being delivered. The key strategic planning diagram is provided over the page, with the full Strategic Framework referenced as Appendix 1.

The Strategic Framework has been developed from:

- The Commissioner's Manifesto commitments.
- Strategic futures scanning on national, regional and local issues utilising political, economic, social, technological, environmental, legal and organizational (PESTELO) analysis.
- Community consultation and engagement analysis covering victim and community consultation, surveys, forums, focus groups and neighbourhood meetings.
- Joint Partnership Strategic Assessment from the Force and community safety and criminal justice partnerships' analysis of current and emerging intelligence and performance threats and opportunities.
- Analysis from inspections, audits and reviews.
- Analysis of performance data and progress against the current Chief Constable's Policing Plan.
- Analysis of Force resources, budgets and crime and policing grants.

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<sup>4</sup> Financial Code of Practice (FMCOP)

<sup>5</sup> Strategic Policing Requirement (SPR)

<b>Vision</b>  <b>'The Peoples' Commissioner'</b>	<b>...giving victims and citizens a bigger voice in policing to achieve a safer Nottingham and Nottinghamshire...</b>		<b>To achieve outcomes of:</b> <ul style="list-style-type: none"><li>• Safer communities</li><li>• Improved trust and confidence in policing</li><li>• Delivering value for money policing services</li></ul>	<b>To achieve objectives of:</b> <ul style="list-style-type: none"><li>• Reduced crime and anti-social behaviour</li><li>• Fairer treatment of victims and citizens</li><li>• Better use of resources</li></ul>	<b>To be measured by demonstrating:</b> <ul style="list-style-type: none"><li>• Ranked in the top 10 police forces for reducing crime</li><li>• Ranked in the top 5 forces for victims satisfaction</li><li>• Efficient and effective use of budget and resources</li><li>• Increased representation of BME through recruitment</li></ul>	
<b>Reducing crime and anti-social behaviour by working with communities, businesses, partners, voluntary and third sector.</b>						
<b>Pledges</b>	<ul style="list-style-type: none"><li>• Campaign against Government funding cuts to Nottinghamshire's Police budget.</li><li>• Improve Community Policing across Nottinghamshire by taking on 150 extra Police Officers and 100 Police Community Support Officer's.</li><li>• Work in partnership to reduce anti-social behavior by 50%.</li><li>• Give extra priority and resources to domestic violence and crimes against girls and women.</li><li>• Ensure that the victims of crime are treated as people, not cases, and will properly fund Victim Support.</li><li>• Be fair, honest and will protect tax-payers money.</li></ul>					
<b>Community Engagement and Consultation</b>						
<b>We Value</b>	<b>Victims – by listening and taking action to protect and safeguard vulnerable people</b>	<b>Openness – by putting victims and the public at the heart of open and transparent decision making</b>	<b>Inclusiveness – by working effectively working with communities and businesses to tackle crime and anti-social behaviour</b>	<b>Communities – by ensuring fairness, respect and accountability to victims and communities</b>	<b>Empowering – by engaging with victims and communities to help shape policing services and build stronger partnerships</b>	
<b>Strategic Themes and Key activities for the Delivery Plan</b>						
<b>Protect, support and respond to victims, witnesses and vulnerable people</b>	<b>Improve the efficiency, accessibility and effectiveness of the criminal justice process</b>	<b>Focus on those local areas that are most affected by crime and anti-social behaviour</b>	<b>Reduce the impact of drugs and alcohol on levels of crime and anti-social behaviour</b>	<b>Reduce the threat from organised crime</b>	<b>Prevention, early intervention and reduction in re-offending</b>	<b>Spending your money wisely</b>
C Develop a Victims Strategy' and Commissioning Framework based upon evidence of need. C Work with 'Victim Support' to secure funding for Anti-Social Behaviour Case Workers. C Improve support to young victims of crime. C Through better understanding, protect and reduce violence to young women and girls in gangs. C Protect, support and respond to repeat victims of domestic abuse, especially high and medium risk. C Protect and support victims of sexual violence. C Improve BME experience of policing through better engagement and being more responsive to needs.  F Working in partnership with other organisations to focus on hate crime. F Ensure Stop and Search transparency and proportionality. F Ensure the police workforce continues to respect and represents the communities it serves.  P Promote and develop opportunities for local communities, individuals and businesses to work together to reduce crime. P Improve witnesses and victims experience and participation levels in the Criminal Justice system by removing barriers.	C The Commissioner will work with Criminal Justice Partners to agree ways in which the Criminal Justice System can be more accessible to all communities. C Monitor the effectiveness of the Youth Justice and Criminal Justice System, including timeliness and compliance with national standards on sentencing decisions.  F Improve the timeliness and quality of case files. F Digitalise the way case files are produced and transferred.  P Improve the effectiveness and support of victims and witnesses going through the Criminal Justice System. P Ensure that all agencies deal fairly with offenders from all backgrounds. P Promote and align community payback with local neighbourhood priorities to improve the local environment. P Develop opportunities to involve victims of anti-social behaviour and crime in neighbourhood justice. P Providing public information on the sentencing and names of offenders.	C Combat crime and create safe public open spaces, such as the Forest Recreation in the City. C Explore the benefits and evidence for creating safer school routes. C Improve public transport safety and introduce with partners a safer Cab Scheme. C Continue to support partnership working on high impact neighbourhoods across the City and partnership priority areas across the County. C Work with partners to protect local natural environments from issues of trespass and damage and reduce rural crime of theft and improve cross border working.  F Zero tolerance to violence. F Work with partners to achieve a safe and secure night time economy for the City and other towns. F Work with social landlords, private landlords and other partners in combating anti-social behaviour. F Reduce crime by designing out opportunities in residential, business and commercial developments. F Improve the continuity of police officers to achieve sustainable workforce planning for neighbourhood policing and other specialist policing services.	C Better alignment of partnership budgets to reduce alcohol and drug misuse. C Work to ensure that alcohol is a strategic and resource priority for all partners. C Work with local authorities to create safer night time economy.  F Continue to provide drug testing, assessment and wrap around support for drug misusing offenders.  P Improve drug and alcohol treatment and assessment in custody, prisons and the community. P Increase the use of Civil and Criminal Enforcement remedies to manage the impact of excessive drinking. P Develop interventions to prevent and tackle 'illegal highs' to address the impact on violent crime. P Ensure the robust enforcement of licensing conditions of pubs and clubs causing the most concerns. P Consider and explore the benefits of family drug and alcohol courts.	C Work in partnership to manage the national threat assessment and meet the Strategic Policing Requirement (cyber crime, terrorism, public order, and civil emergencies). C Encourage greater regional collaboration between Forces for crime, criminal justice and operational support. C Support the Ending Gang Partnership programme and enhance community involvement. C Promote activities to build active communities to improve relationships and community cohesion.  F Co-operate and share information across force boundaries to manage risks and threats. F Pursue criminals through the courts to confiscate and seize assets to ensure no one profits from crime. F Ensure neighbourhoods are free from organised crime. F Proactively investigate and manage individuals involved in the sexual exploitation of women and children. F Deter and prevent the use of the roads by criminals through ANPR and reduce the number of people who are seriously injured or killed on the roads.	C Work in partnership to address the mental health needs of offenders and the impact of substance misuse and alcohol. C Provide positive activities for young people at most risk of getting involved in offending and anti-social behaviour.  F Reduce re-offending and deter the number of persistent and problematic offenders through robust offender management (statutory and non-statutory), in addition to proactively managing dangerous offenders, perpetrators of domestic abuse and individuals involved in shoplifting.  P Actively manage through MAPPA dangerous sex and violent offenders to reduce the threat to communities. P Expand the use of restorative justice by partners and roll out the new conditional Youth Caution Scheme. P Intervene early and provide support to complex and priority troubled families. P Save resources through co-location and shared services such as; AURORA, Targeted Youth Support, MASH, Local anti-social behaviour and Offender Management Teams.	C Create a partnership fund and provide resources to local communities to help resolve local problems and concerns. C Build resource allocation for policing from zero based budgets to improve value for money. C Achieve greater financial savings from existing regional collaboration. C Review the policing estate and custody arrangements in Worksop and the north of the county. C Build sustainability into policing and reduce the carbon footprint and improve energy management. C Recruit more volunteers, including cadets, Parish Constables, Specials, Neighbourhood Watch and 'Mystery Shoppers' to support of the work of the Commissioner.  F Invest in police leadership and the development of sergeants and inspectors. F Improve the recruitment, retention and progression of for BME and other officers and staff to reflect the local community. F Improve attendance by reducing sickness and stress related absence of police officers and police staff. F Redesign the Police workforce and expand the use of civilian investigators.
<b>Balanced Scorecard / MTFP (Savings Programme)</b>						
<ul style="list-style-type: none"><li>• Satisfaction of victims with the service they have received.</li><li>• Percentage of people who agree that the Police and Council are dealing with local anti-social behaviour and other crime issues.</li><li>• Reduce the number of repeat victims of domestic violence, anti-social behaviour and hate crime.</li></ul>	<ul style="list-style-type: none"><li>• Improve file quality and timeliness.</li><li>• Improve the effectiveness of trials.</li></ul>	<ul style="list-style-type: none"><li>• Reduction in All Crime across the Force.</li><li>• A 50 per cent reduction in anti-social behaviour incidents across the Force.</li><li>• Increase in positive outcomes of recorded offences.</li></ul>	<ul style="list-style-type: none"><li>• Reduction in theft and violence where substance misuse is a contributing factor.</li><li>• Successful treatment outcomes for IOM (Integrated Offender Management) offenders.</li></ul>	<ul style="list-style-type: none"><li>• Reduction of Killed or Seriously Injured (KSIs) on Nottinghamshire's roads.</li><li>• Increase in the number of Proceeds of Crime Act (POCA) confiscation and forfeiture orders.</li><li>• Reduce the Force threat, harm and risk assessment.</li></ul>	<ul style="list-style-type: none"><li>• A continued reduction in First Time Entrants (FTEs) into the Youth Justice System.</li><li>• Reduce the number of prolific offenders from re-offending.</li></ul>	<ul style="list-style-type: none"><li>• Confirmed efficiencies.</li><li>• Overall spend v budget.</li><li>• Sickness data for all staff.</li><li>• BME recruitment, retention and progression for BME officers and staff to reflect the local community.</li></ul>

Key for activities: C for the Commissioner, F for the Force, P for Partners

## The Vision:

“**The Peoples Commissioner**” – by giving victims and citizens a bigger voice in policing to achieve a safer Nottingham and Nottinghamshire.

To achieve **outcomes** of:

- Safer communities.
- Improved trust and confidence in policing.
- Delivering value for money policing services.

To achieve **objectives** of:

- Reduced crime and anti-social behaviour.
- Fairer treatment of victims and citizens.
- Better use of resources.

To be **measured** by demonstrating being:

- Ranked in the top ten police forces for reducing crime.
- Ranked in the top five forces for victim satisfaction.
- Efficient and effective use of budgets and resources.
- Increased representation of black and ethnic minorities (BME) through recruitment.

**Pledges** from the Commissioner’s Manifesto:

- Campaign against Government funding cuts to Nottinghamshire’s Police budget.
- Improve Community Policing across Nottinghamshire by taking on 150 extra Police Officers and 100 Police Community Support Officer’s.
- Work in partnership to reduce anti-social behaviour by 50%.
- Give extra priority and resources to domestic violence and crimes against girls and women.
- Ensure that the victims of crime are treated as people, not cases, and properly fund Victim Support.
- Be fair, honest and protect tax-payers money.

The Commissioner has also signed up to the key partnership pledges, charters and priorities which include:

- Victims Support Pledges.
- Youth Charter.
- RSPCA Animal Welfare Charter.

The Commissioner has developed **core values** to help define the things that are important in the way we will work and the way we will interact to deliver this Plan. The vision is about ‘**what we do**’ and the values are about ‘**how we do it**’, which the Commissioner is clear through providing a bigger **voice** in policing through:



<b>V</b> ictims	by listening and taking action to protect and safeguard vulnerable people.
<b>O</b> penness	by putting victims and the public at the heart of open and transparent decision-making.
<b>I</b> nclusiveness	by working effectively with communities and businesses to tackle crime and anti-social behaviour.
<b>C</b> ommunities	by ensuring fairness, respect and accountability to victims and communities.
<b>E</b> mpowering	by engaging with victims and communities to help shape policing services and build stronger partnerships.

### **Requirements of the Police and Crime Plan**

The Commissioner, together with the Chief Constable has a leading role in delivering the vision, and will continue to work collaboratively with partners, colleagues and citizens. We are committed to providing first class policing services for Nottingham and Nottinghamshire. The core values underpin our approach and we are developing a framework that describes the behaviours and standards which include:

- Working and co-operating with partner organisations in developing and implementing local crime and disorder strategies.
- Engaging and consulting with the public, victims of crime and businesses.
- Ensuring resources to support the Strategic Policing Requirement to address national risks, harm and threats.
- Having regard to the safeguarding of children and vulnerable adults, promoting the welfare of children and equality and diversity.
- Co-operating with local criminal justice bodies to provide efficient and effective criminal justice services.
- Developing a corporate social responsibility approach to environmental sustainability.

**Appendix 2** provides an overview of the standards which underpin the Plan.



## 2. National Overview

The introduction of the Commissioner is part of a wider programme of police reforms to fight crime locally which include:

- Changing local accountability with the introduction of Police and Crime Commissioners.
- The creation of the National Crime Agency (NCA) which is an operational crime fighting agency set up to tackle organised crime, strengthen our borders, fight fraud and cyber crime, protect adults and young children.
- Continuing to build the professionalism of the police service – with the New College of Policing to assist with the transformational change challenges, delivering savings and reducing crime to the increasing complexity of threats to national security, public safety and public order.
- Opening up public services to be delivered by private and third sector organisations.
- Maximising opportunities at a national level to procure services and goods cheaper and more efficiently.
- Reducing bureaucracy to increase the visibility of police officers.
- Supporting the service through change.
- Winsor review of police pay and conditions.
- Pension reform.

### Strategic Policing Requirement

The Home Secretary has published the 'Strategic Policing Requirement' which the Commissioner and Chief Constable are required to have due regard in exercising their respective roles and the allocation of resources. It focuses on those areas where the Government has a responsibility for ensuring that sufficient capabilities are in place to respond to serious and cross-boundary criminality and support the work of national agencies such as the National Crime Agency. It does not cover areas where the Commissioner and Chief Constable are able to make effective local risk assessments. [Appendix 3](#) provides an overview of the requirement.

### Emerging Issues

Key national emerging strategies, plans and reviews were assessed as part of the consideration for developing this Plan, which have included:

- Cyber Crime and Security – 'UK Cyber Security Strategy'.
- Domestic Violence – 'Call to End Violence against Women and Girls: Taking Action'.
- Gang and Youth Violence – 'Ending gang and youth violence'.
- New Localism Bill – community budgets.
- Alcohol and drug-related crime and disorder – 'Alcohol Strategy' and 'Drug Strategy'.
- Anti-social behaviour and criminal damage – Governments White Paper: Putting Victims First: More Effective Responses to Anti-Social Behaviour.
- Hate Crime – 'Tackle Hate Crime'.
- Criminal Justice Reform.
- Police Reform – 'Police Reform and Social Responsibility Act 2011'.
- Social Justice Reform – 'Social Justice: Transforming Lives Strategy'.
- Open Public Services – 'White Paper: Open Public Services'.
- Time to Wake Up – Tackling gangs one year after the riots<sup>6</sup>

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<sup>6</sup> Centre for Social Justice October 2012

### 3. Regional Overview

#### East Midlands Police Collaboration

Every force in the country is facing severe financial challenges. The Commissioner will lead collaboration for Nottinghamshire to maximise the results that will enhance the capacity of the police service in the region and to help protect local front line Neighbourhood services.

Derbyshire, Leicestershire, Lincolnshire, Northamptonshire and Nottinghamshire's police forces have been exploring opportunities to increase operational resilience and improve efficiency through collaboration for over a decade.

The Regional Team has a combined budget of £32.8m for 2013/14, of which Nottinghamshire contributes £9.7m. The collaboration has realised cashable savings of £9.4m (split amongst the five forces) from the following regional collaborative projects:

- Forensic Services
- Major Crime
- Counter Terrorism
- Serious Organised Crime
- Legal Services
- Human Resources Services
- Learning & Development
- Occupational Health
- Vehicle Fleet Management

The Commissioner will ensure that existing collaboration projects achieve further financial savings over the medium to long-term.

As a result of collaboration, a growing number of services are now delivered by collaborative units, including the five force East Midlands Special Operations Unit (EMSOU), which now incorporates:

- **A Serious Organised Crime unit (EMSOU SOC):** Tackles Organised Crime Groups who are involved in offences such as drugs importation and distribution, armed robbery, money laundering and people trafficking. Officers working within EMSOU SOC work closely with partners such as the Serious and Organised Crime Agency, HM Revenue and Customs and the UK Borders Agency.
- **A Regional Intelligence Unit (RIU):** Examines the serious and organised crime intelligence picture across the region.
- **A Regional Asset Recovery Team (EMRART):** One of nine national teams that use specialist money laundering investigation techniques and asset recovery tools to tackle serious and organised crime.
- **A Major Crime Unit (EMSOU MC):** The largest collaboration of its kind in the country, and investigates murder, manslaughter and kidnap across the East Midlands together with taking on other investigations through a central tasking process.
- **A Regional Review Unit (RRU):** Examines undetected homicides, domestic murders, murders of vulnerable people, stranger rapes, non-stop fatal road traffic collisions, cold case rapes and cold case murders.

- **The East Midlands Counter Terrorism Intelligence Unit (EMCTIU):** A regional five force collaboration which works against terrorist and domestic extremist threat and as part of the national Counter Terrorism network – the unit has increased resilience for all five forces in managing and responding to operational Counter Terrorism and Domestic Extremism threats, including the creation of a single policing system managed and resourced at the centre – the first of its kind in this area of work and now recognised as best practice nationally.

The Commissioner expects EMSOU to achieve these actions by maximising its effectiveness within existing funding.

## 4. Local Overview

### Overview of Nottingham and Nottinghamshire

Nottinghamshire is situated in the heart of England, within the East Midlands Region. The 2011 Census<sup>7</sup> identified that the County covers an area of 215,938 hectares (834 square miles), with the City of Nottingham being the regional capital of the East Midlands situated to the south of the County; it is one of eight core cities<sup>8</sup> recognised by Government.

### Population

Evidence from the 2011 Census reveals that the East Midlands Region as a whole has experienced some of the highest population growth in England and Wales since the last Census in 2001. Nottinghamshire now has a population of 1,091,482 people, which is distributed as:

- Nottinghamshire County 785,802
- Nottingham City 305,680.

There are seven districts within the County, with the following population figures:

1. Ashfield 119,497
2. Bassetlaw 112,863
3. Broxtowe 109,487
4. Gedling 113,543
5. Mansfield 104,466
6. Newark and Sherwood 114,817
7. Rushcliffe 111,129

### Diversity

The City has a very young population with a high proportion (30%) of people aged between 18 and 29, due largely, but not entirely, to the presence of two universities. Students account for approximately 1 in 8 of the population.

The majority of those living in the City are white British, although 24% describe themselves as being from BME groups. The proportion of the dual heritage and Chinese or Other populations is on a par with the national average, while the proportion of Asian and Black populations is well below the national average.

Ashfield, Broxtowe, Mansfield and Rushcliffe have a greater proportion of younger people compared to Bassetlaw, Gedling, and Newark and Sherwood which have a higher proportion of older people.

### Economy

The Nottingham and Nottinghamshire Local Economic Assessment<sup>9</sup> and Strategic Economic Opportunities for Nottingham and Nottinghamshire (Nov 2010) identified that there are

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<sup>7</sup> <http://www.ons.gov.uk/ons/rel/census/2011-census/population-and-household-estimates-for-the-united-kingdom/rft-table-2-census-2011.xls>

<sup>8</sup> The other Core Cities are: Birmingham, Bristol, Leeds, Liverpool, Manchester, Newcastle and Sheffield

<sup>9</sup> <http://www.nottinghaminsight.org.uk/insight/framework/local-economic-assessment/home.aspx>

463,000 jobs across Nottinghamshire, largely concentrated in and around the main urban areas and a small but thriving rural economy. The area has a wide range of functioning economic relationships and interdependencies within and across the respective administrative boundaries. Evidence from across the assessment has led to the establishment of nine Strategic Economic Opportunities (SEOs) for Nottingham and Nottinghamshire.

The local economy in Nottingham and Nottinghamshire features world-renowned companies in the fields of healthcare, pharmaceuticals, precision engineering, textiles and clothing and professional services. Boots, Experian, Capital One, Raleigh and Imperial Tobacco have headquarters here, as do Government bodies, including Revenue and Customs and the Driving Standards Agency.

## **Education**

The area has two universities: the University of Nottingham and Nottingham Trent University offering courses to over 45,000 full and part-time students. In addition, New College in Nottingham is the second largest college in Europe with more than 50,000 full and part-time students.

## **Leisure**

The area is known throughout the world as home to the Major Oak in Sherwood Forest and the legendary outlaw Robin Hood. It also boasts a number of world-famous sporting arenas including: Trent Bridge Cricket Ground; the Capital FM National Ice Arena; Meadow Lane, home to the world's oldest football league club, Notts County; and the City Ground, home to double European Cup winners Nottingham Forest.

## **Deprivation**

According to the Indices of Multiple Deprivation published by Department for Communities and Local Government, the City of Nottingham ranks as the 17<sup>th</sup> most deprived local authority area in England (of 326 areas) according to average deprivation indicators.<sup>10</sup> Deprivation within the City area is concentrated around the central eastern and north western areas which include Aspley, Bilborough, Bulwell, Sneinton and Dales and Bestwood. A disproportionate number of young and disabled people are known to live in the more deprived areas of the City.

In the County other deprived areas include Mansfield (36<sup>th</sup>) and Ashfield (54<sup>th</sup>), with Rushcliffe (318<sup>th</sup>) being one of the least deprived areas.

## **Health**

Nottingham City, Ashfield and Mansfield towns all have higher levels of drug use than the national average, and problematic substance misuse amongst young people. The Commissioner will work with the Force and community safety and criminal justice partners to address links between drug and alcohol misuse and re-offending, alcohol-related violence and disorder, and drug dealing which are major concerns for local people particularly in the City.<sup>11</sup>

The demographic profile of Nottingham and Nottinghamshire presents a variety of challenges and opportunities for policing. The Commissioner will work with partners to

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<sup>10</sup> 2010 figures from the Indices of Multiple Deprivation

<sup>11</sup> The Nottingham Growth Plan

protect, support and respond to the needs of vulnerable people, victims and witnesses, with a focus on addressing crime and the fear of crime in those neighbourhoods where it is most concentrated and affecting particular sections of communities: women and girls, young people, older people, BME communities, people with mental health issues and learning disabilities.

## **Environment**

The Commissioner will be developing environmental performance management into a framework with other existing plans, programmes and activities across policing. Key partners will be included in the development of plans to tackle rural and environmental crime issues, which will include:

- The Nottinghamshire Wildlife Trust are a leading wildlife conservation charity with 10,000 members working to protect and enhance the wildlife and habitats of Nottinghamshire, by managing nature reserves, protecting species and habitats for present and future generations. The particular concerns for policing include badger digging, disturbance of nesting birds, destruction of bat roosts, poaching and killing of protected species trespass and damage to reserves by off-road motorbikes and 4x4s.
- In November 2012, The National Farmers Union (NFU), commissioned a survey of 153 members running farm businesses in the rural area of Nottinghamshire (represents 26% of county NFU membership) to gain an understanding of the perceptions of rural crime and policing in the County; identify types of crime and the reporting of crime; and provide an evidence base for the priorities for policing to be more responsive to tackling rural crime. Priorities identified are: Farm Watch development; metal, vehicle, machinery and fuel theft; and prioritise cross border working.

## **Giving a Voice to Victims and Public**

The Commissioner has a statutory duty to consult with the public and victims of crime about policing concerns and their views on this Plan, together with the Police and Crime budget and proposed precept. The Community Engagement and Consultation Strategy defines how the Commissioner will engage and consult with victims and the police.

The Commissioner will identify ways to improve services in policing across Nottingham and Nottinghamshire<sup>12</sup> by:

- Addressing individual needs and expectations.
- Improving community perceptions of the quality of policing.<sup>13</sup>
- Focusing on community priorities.
- Encouraging individuals to get involved in shaping policing in their area.<sup>14</sup>
- Ensuring transparency and availability of information.
- Feeding back on actions taken.

The Community Engagement and Consultation Strategy focuses on three main themes, communication, consultation and engagement to deliver the following outcomes:

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<sup>12</sup> Listening and Learning: Improving Support for Victims in Nottinghamshire

<sup>13</sup> It's a fair cop? Police legitimacy, public cooperation, and crime reduction: An interpretative evidence commentary the National Policing Improvement Agency and London School of Economics

<sup>14</sup> 'After the riots' – The final report of the Riots Communities and Victims Panel

- Local people feel more informed and motivated to influence decisions on policing and crime services.
- All sections of the community have opportunities to influence decisions, particularly victims and vulnerable individuals.
- Demonstrating new and innovative ways of ensuring communities have a voice.
- Coordinated use of existing resources for engagement and consultation with partners.

## What are victims and citizens of Nottingham and Nottinghamshire saying about policing?

To achieve the vision, the Commissioner will build on existing mechanisms to give victims and citizens a voice in the way in which services are delivered locally. There will be a focus on translating this information into action and transforming services to improve performance.

### Victim of Crime Surveys

Victims of crime are routinely surveyed by the Force to build a picture of the perception of service that they have received. Part of this practice is mandated by the Home Office and part is local policy. Surveys are carried out on a monthly basis and cover: victims of burglary of a dwelling, racist incidents, theft of and theft from a motor vehicle, violent crime and anti-social behaviour (ASB).<sup>15</sup>

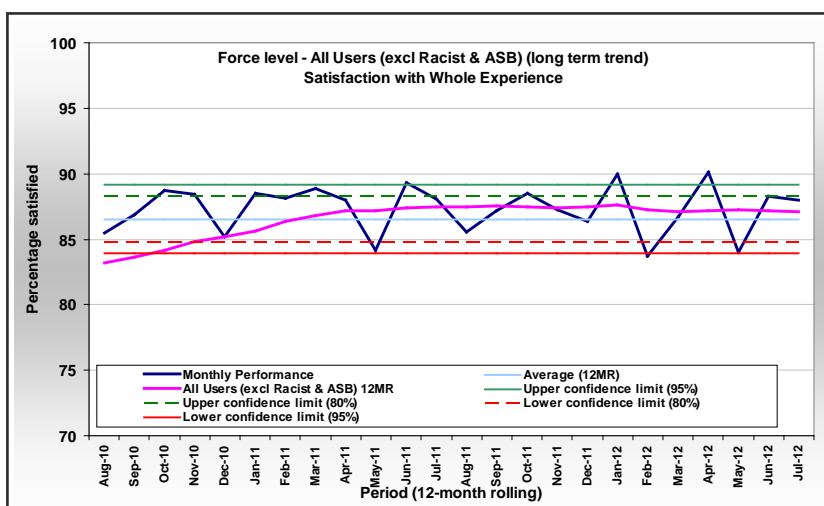


Figure 1: Victims of Crime Survey

Just under 9 in 10 of those surveyed are satisfied with the service they received from the police.<sup>16</sup> The disparity between BME and white respondent's satisfaction levels has reduced from 6.7 to 4.1 percentage points over the last year. This compares with being 13<sup>th</sup> in the previous year.

Anti-social behaviour satisfaction remains lower than that for all other surveyed user groups. However, there has been a steady increase in satisfaction over the last year which has been linked to an increased focus on targeted activity to reduce anti-social behaviour. Currently the Force is performing 7<sup>th</sup> out of 43 forces nationally.

### Victim Services Advocate (VSA)

A report by the Victim Services Advocate<sup>17</sup> (VSA) project in Nottinghamshire, commissioned for the arrival of the Commissioner found the following:

- There is comprehensive cross county provision of domestic and sexual violence services from a range of local statutory, voluntary and private organisations.

<sup>15</sup> *Performance and Insight Report* (Priority 3 – To earn your trust and confidence), September 2012, Nottinghamshire Police.

<sup>16</sup> Based on twelve month rolling average to July 2012 of 87.1%— *Performance and Insight Report* (Priority 3 – To earn your trust and confidence), September 2012, Nottinghamshire Police.

<sup>17</sup> Listening and Learning: Improving Support for Victims in Nottinghamshire



- However, inconsistencies arose across other crime categories, for example anti-social behaviour, where strategic planning was in development, and there was a lack of rounded provision of services to young victims and hate crime victims except for a reporting helpline.
- Victims said they were getting an inconsistent service from the police and criminal justice agencies, and also that they wanted to be supported by people who have empathy, knowledge and understanding of their needs and situation.
- Overwhelmingly victims wanted services to respond to them as individuals rather than assuming their needs and vulnerability. There were concerns that limited definitions would mean some victims would not get a service.
- Additionally, it was clear that some vulnerable groups are less likely to access any services and are more likely to experience harassment and discrimination.
- Over two thirds of Nottinghamshire victims had never heard of the 'Victims' Code of Practice'.
- The distinction between criminal and non-criminal anti-social behaviour is of no importance to victims who simply want their concerns to be taken seriously, to be supported, better communication when they report, and clear actions to be taken.
- The needs of the victims and not the agency needs to drive the response and the services provided by the police, criminal justice agencies services and commissioning of support agency provision.
- There appears to be a good consistent level of service being provided for cases of murder or manslaughter, with the combined services provided by the police in Nottinghamshire, the family liaison officers and the Victim Support homicide workers providing a good example of best practice inter-agency service and support, and is a valuable service.
- Young people said that they want the police and other services to develop a deeper understanding of their needs, to communicate with them in a more age appropriate and empathetic way, not to view them universally as offenders.

### **Crime Survey for England and Wales (CSEW)**

The Crime Survey for England and Wales (CSEW) is a systematic victim study, carried out on behalf of the Home Office, which seeks to measure the amount of crime the public have experienced in England and Wales in the last year. Around 6 in 10 of Nottinghamshire's respondents agreed that the police and local council are dealing with the crime and ASB issues that matter in their area<sup>18</sup>. Figure 3 shows how this measure of public confidence has improved, particularly in the last 12 months.

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<sup>18</sup> Performance and Insight Report (Priority 3 – To earn your trust and confidence), September 2012, Nottinghamshire Police.

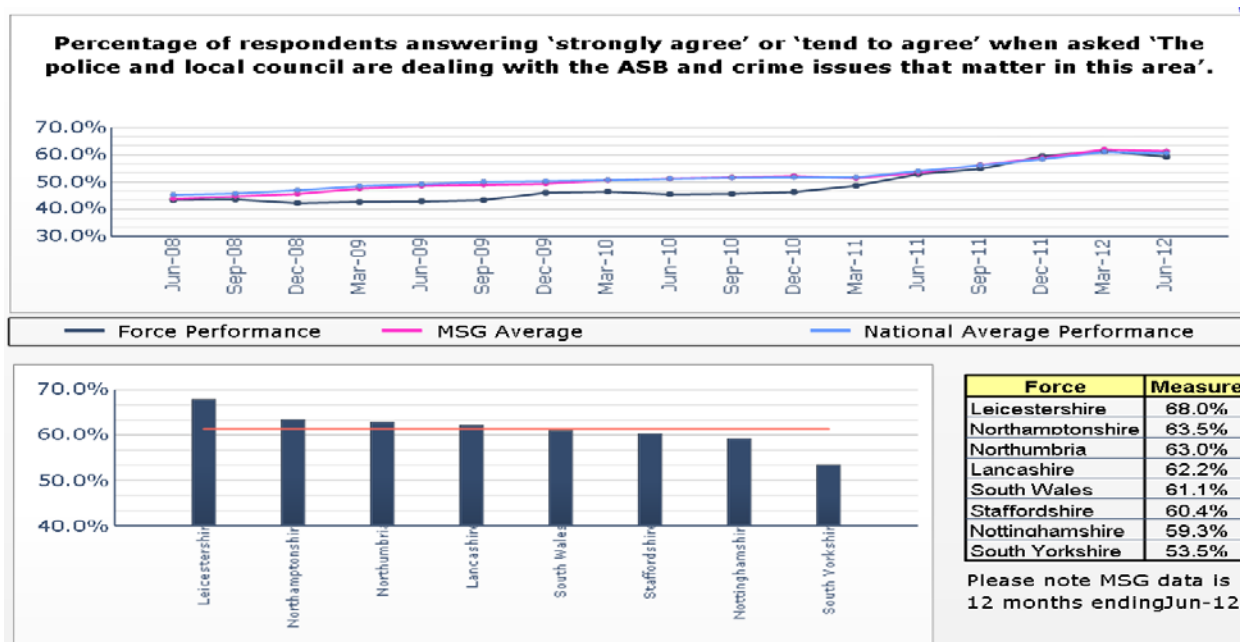


Figure 2: Crime Survey for England and Wales

## Neighbourhood Surveys

The Police Reform and Social Responsibility Act 2011 requires the Chief Constable to make arrangements for obtaining the views of people within each neighbourhood about local crime and disorder, together with providing people within each neighbourhood with:

- Information about policing.
- Information about how policing is aimed at reducing crime and disorder.
- Setting regular meetings with communities.

Understanding and communicating with existing, emerging and vulnerable communities is an essential aid to intelligence, crime prevention and partnership interventions. Local priority surveys carried out by Neighbourhood Policing Teams (as of August 2011) identified:

- Anti-social behaviour and criminal damage accounted for approximately 65% of all local community priorities.
- Of the other priorities identified, road safety and speeding made up almost 10%, drug dealing or use 8%, burglary 7%, theft 5% and vehicle crime 4%.

In the latest Neighbourhood Survey, responses showed that over a quarter of all completed surveys identified that there were no problems in their local neighbourhood. Last quarter with a respondent rate equal to approximately 1% of all Nottinghamshire households it was found that:

- 93.5% of neighbourhoods rate vehicle related nuisance behaviour like illegal parking, speeding, off-road motorbikes and mini motos in the top three priorities for their area.
- 89.1% of neighbourhoods rate rowdy, nuisance behaviour in the top three priorities for their area.
- 58.7% of neighbourhoods rate environmental issues like dog fouling, littering and fly tipping in the top three priorities for their area.

## **Respect for Nottingham**

The Respect for Nottingham Survey (2011) commissioned by Nottingham City Council asked a representative sample of 2,000 City residents what they were most concerned about in terms of crime and community safety. Additionally, young people were specifically consulted regarding their views through a Youth Council event. The results of the survey highlighted that:

- Despite massive reductions, the number one concern is burglary (identified by a third of people as their first choice).
- Alcohol related-violence and disorder, anti-social behaviour and drug dealing were the other most commonly identified issues across the City.
- The Youth Council consultation highlighted weapon and gang related violence and drug dealing as the most important issues.

## **Nottinghamshire Listens**

The Nottinghamshire County Council, with support from the district and borough councils, Nottingham City and other public sector partners, consults a Citizen's Panel, under the name Nottinghamshire Listens.

The panel is made up of a representative selection of 8,000 (1,000 in each district) people of different ages and backgrounds who volunteer to fill in surveys and give their opinion about services, plans and policies of borough and district councils, Nottingham City Council, police, Fire and Rescue Service and Nottinghamshire NHS. The surveys identified:

- That burglaries should be a priority for the Force.<sup>19</sup>
- The vast majority of panelists, 8 in 10 are satisfied with their area as a place to live.
- The majority of panelists still do not believe they can influence decisions affecting their local area (55%).
- 74% of Nottinghamshire residents replied that they feel safe when outside in their local area after dark and 95% respondents stated they feel safe when outside in their local area during the day. A further 90% of Nottinghamshire residents added that they feel safe when alone in their home at night.

## **Addition information:**

The survey also asked questions regarding how much certain types of anti-social behaviour are a problem in the respondent's local area. The most commonly cited forms of anti-social behaviour as either a very big or fairly big problem were:

- Rubbish or litter lying around (19%).
- Groups hanging around the streets (16%).
- People being drunk or rowdy in public places (14%).
- People using or dealing drugs (14%).

## **Priorities and Precept Survey**

In preparation for the election of the Commissioner, consultation was conducted by the Police Authority between May and September 2012, through eight partner events to gather

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<sup>19</sup> Source is latest website/newsletter for members of the panel - <http://www.nottinghamshire.gov.uk/thecouncil/democracy/have-your-say/citizens-panel/#>

public information on priorities for policing and crime. There were 550 surveys completed, which were collected and used by the Force as part of the Joint Partnership Strategic Assessment and contributed towards the identification of the priority themes.

The Commissioner identified the need to undertake additional consultation with residents from across Nottingham and Nottinghamshire to gather their views on the draft strategic priorities. A specialist company for social research were commissioned to conduct the consultation using two methods; a telephone survey of 400 people and three focus groups to provide more depth and understanding. The key findings were:

- Preferred methods of communication by the Commissioner were identified as: email and face to face contact through dedicated meetings and surgeries.
- General support for the strategic themes.
- Greatest drivers of perception were said to be increased visibility, improved local policing, improved response times and more visible policing.
- Victims, witnesses and vulnerable people were overall considered to be the most important.
- A willingness to pay more towards policing.

### **Focus groups**

The Commissioner and Deputy Commissioner led two focus groups in December 2012 to enhance their understanding of concerns from specific communities.

Women's Focus Group key findings were:

- Women are quite invisible in the Criminal Justice System.
- Students who reported assaults to the police had various experiences of treatment, ranging from good to bad and wanted the police to be more understanding of the impact on the individual.
- Police Officers need greater understanding of women's concerns and issues.
- People trafficking is a key concern.

BME Focus Group Meeting key findings were:

- Need to attract people from the community to be more representative in the police workforce.
- Important to gain respect and address language barriers.
- Need to consider the impacts of poverty locally on policing and crime.
- Need to address violence and sexual crimes in priorities, particularly domestic violence.
- Expand the use of restorative justice to avoid criminalising the young.

It is the intention of the Commissioner to consult with young people from across the City and the County through Youth Councils to gain their views on the Plan. Both the Commissioner and the Deputy Commissioner will be maximising the potential of social media as part of their commitment to encouraging views of young people.

### **Identified Vulnerable Groups for Nottingham and Nottinghamshire**

The following are vulnerable groups which the Commissioner and partners will be focusing targeted joint working:

- **Domestic Violence**

The most vulnerable age group (males and females combined) is 18-25, which accounts for nearly 30% of all domestic violence offences and incidents. The most vulnerable age group for females is 18-25, and for males is 41-50, although domestic violence is gender specific, i.e. most commonly experienced by women and perpetrated by men.

- **Hate Crime**

There is a known issue with under reporting of hate crime which is in line with the national picture. In Nottingham City hate crime incident and crime levels are almost half of those for the City and County combined. Of these racist hate crime accounts for almost 74% of the City's hate crime incidents total. In the County the most recent data shows the highest levels of reported hate crime are in Ashfield and Mansfield, with the highest number reported from the 41-48 age group.

- **Disability Hate Crime**

A recent joint survey by the Safer Communities and Safeguarding Adults and Mental Capacity Act Teams (Nottinghamshire County Council) found that almost three quarters of disabled people (73%) had been hurt physically, mentally or verbally as a result of their disability. It also indicated that hate crime against disabled people is widely under reported and that for many disabled people ongoing harassment is part of their everyday lives. The Nottingham Crime and Drugs Partnership's Hate Crime Strategy outlines how partners within Nottingham and Nottinghamshire will co-operate to deliver the required reductions in Hate Crime. The Strategy highlights approaches to support disabled people, specifically such as those with learning disability.

- **Young People**

Bassetlaw, Newark and Sherwood and Mansfield have the highest youth crime rate in the County. The three highest wards for youth crime are Worksop South East (Bassetlaw), Worksop North West (Bassetlaw) and Eastwood South (Broxtowe). There have been 384 First-Time Entrants (FTEs) this year. This is a reduction of 40.9% (266 FTEs) compared to last year. Since 2009 the number of young people entering the youth justice system in the County area has decreased by 40% although remains above the national average. The rates at which young people re-offend in the County is below the national average and violent crime committed by youths has reduced by over 20% since 2009. Across the City youth related crime and disorder continues to fall across almost all offence types. Youth victimisation has reduced by 34% (752 less victims) and youth offending (based on detections) have reduced by 21%. Violence is the most common issue faced by people with 53% of all youth victims being victims of a violent offence.<sup>20</sup>

- **Child Poverty**

Nottinghamshire has average levels of child poverty. Ravensdale Ward (2003 boundaries) had 42.7% of all children under 20 living in poverty which is the highest level in the County. In districts, there is wide variation in the percentage of children living in poverty. In 2008, districts are ranked as follows: Mansfield (22.7%), Ashfield (21.7%), Bassetlaw (18.3%), Newark and Sherwood (16.8%), Gedling (15.0%), Broxtowe (14.2%), and Rushcliffe (7.9%). In Nottinghamshire in 2008, there were 20,605 children living in

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<sup>20</sup> Nottingham Crime & Drugs Partnership Strategic Assessment 2011/2012

households reliant on Income Support or Job Seekers Allowance, of which 15,205 were in lone parent households. When broken down at district level there is a marked difference in the numbers reliant on Income Support and Job Seekers Allowance Ashfield (4,305), Mansfield (3,970), Bassetlaw (3,240), Newark and Sherwood (3,100), Gedling (2,530), Broxtowe (2,230), and Rushcliffe (1,230) (HMSO 2010). Nottingham City has 34.5% of children in poverty, over 21,000 children (9th highest rate in England) compared with the national average of 20%. Nottingham has 23% of children in severe poverty (6<sup>th</sup> highest in England). Nottingham has a further 21,800 children living in 'low income' households.<sup>21</sup>

- **Drugs and Alcohol**

Trends in hospital admission rates related to alcohol (in Nottinghamshire) are worse than regional or national increases, with the highest increase in Gedling and Newark and Sherwood. The number of clients, particularly opiate users, presenting to treatment, is increasing above the national average, and these clients appear to be largely criminal justice clients. Crime and drug related offending in Nottingham has dropped significantly over recent years. Since 2002 crime in the City has reduced by over 52% (representing over 37,000 less crimes) and the gap between Nottingham's crime rate and that of the average amongst other similar cities has reduced by 76%. Furthermore, the number of offenders testing positive for heroin/cocaine under 'test on arrest' has reduced by 50%.<sup>22</sup>

- **Safeguarding children and adults**

A Multi-Agency Safeguarding Hub (MASH) was launched on 26 November to improve adult and children safeguarding. It is the first point of contact for safeguarding enquiries within the County and will see staff within the Force working with Children's Social Care, Adult Safeguarding and Health, co-located at Mercury House in Annesley. The MASH received safeguarding concerns or enquiries and gathers information from different agencies to build up a full picture of the circumstances of a case, enabling swift, co-ordinated and consistent decisions on the most appropriate action needed to ensure that vulnerable children and adults are kept safe.

In the City, the Domestic Abuse Referral Team (DART) was launched in June 2012 as part of a pilot programme of work to improve services for children, young people and vulnerable adults at risk from domestic violence, which includes early identification, prevention and new commissioning strategies. The DART prioritises children living in domestic violence families. Like the MASH it receives safeguarding referrals and gathers information from different agencies and staff which are co-located at Oxclose Police Station. Nottingham City will consider whether to develop this into a MASH. Agencies at present consist of Children's and Families, Adult Social Care, Police and Health. The DART enhances and speeds up early joint decision making and intervention for survivors and their children. Partner agencies are able to refer survivors to the DART for consideration of the Multi Agency Risk Assessment Conference (MARAC) and the City Domestic Abuse Panel (CDAP) for medium risk repeat victims. Agencies within the DART are able to share up to date information to ensure informed decision making.

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<sup>21</sup> Nottingham City:

<http://open.nottinghamcity.gov.uk/comm/download3.asp?dltype=inline&filename=54546/ChildPovertyinNottingham.pdf>

<sup>22</sup> Nottingham Crime and Drugs Partnership Plan 2011-14

## Part B: Delivering the Vision

### 5. Strategic Priority Themes

#### Joint Partnership Strategic Assessment

In drafting this Plan, the views and priorities of communities, victims of crime, the police, community safety and criminal justice partners have been considered, together with intelligence and performance analysis by the Joint Partnership Strategic Assessment. This Assessment identifies current and emerging concerns and challenges facing policing and crime which provides the outcomes evidence based approach for actions to be taken in this Plan to meet local, regional and national priorities. Key partnerships are identified in **Appendix 4**.

The Assessment was prepared in collaboration with analysts and officers from Nottinghamshire Police, Nottingham Crime and Drugs Partnership (CDP), the Safer Nottinghamshire Board (SNB), District Community Safety Partnerships (CSPs), Nottinghamshire Local Criminal Justice Board (LCJB) and City and County Health and Wellbeing Boards and the East Midlands Police Collaboration Programme (EMPCP).

This Assessment drew upon key local, regional and national information which included:

- The Home Secretary's Shadow Strategic Policing Requirement (SPR).
- Community Safety Partnership's (CSP) Strategic Assessments.
- Local Criminal Justice Board (LCJB) reports.
- Nottinghamshire Police performance reports.
- Government policies, strategies and plans.
- Her Majesty's Inspectorate of Constabulary (HMIC) and Criminal Justice Joint Inspection (CJJI) reports.
- Independent Police Complaints Commission (IPCC) reports.
- The Crime Survey of England and Wales (CSEW).
- Local public consultation and engagement.
- Joint Strategic Needs Assessments (JSNAs) of Nottingham and Nottinghamshire.
- The Index of Multiple Deprivation (IMD) 2010.

#### Strategic Priority Themes

In deciding the priorities for policing and crime the Commissioner has taken account of the findings of the national, regional, local landscape, consultation with victims and communities and the Joint Partnership Strategic Assessment, which together have identified the following seven strategic priority themes:

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

The threat of an increase in organised crime is highlighted as a national risk and under the Strategic Policing Requirement the Commissioner, together with the Chief Constable, will



ensure that the Force maintains sufficient capacity and capability to support the national requirement.

There are identified activities to deliver each of the strategic priority themes, which have been developed with partners. A delivery programme for the Commissioner identifies the milestones to be achieved throughout the lifecycle of the Plan and progress will be reported on every six months, and annually in the Commissioner's Annual Plan.

**Protect support and respond to victims, witnesses and vulnerable people.**

- Develop a Victims' Strategy and Commissioning Framework based upon evidence of need.
- Work with 'Victim Support' to secure funding for Anti-Social Behaviour Case Workers.
- Improve support to young victims of crime.
- Through a better understanding, protect and reduce violence to young women and girls in gangs.
- Protect, support and respond to repeat victims of domestic abuse, especially high and medium risk and sexual violence.
- Improve BME experience of policing through better engagement and being more responsive to needs.
- Working in partnership with other organisations to focus on hate crime.
- Ensure Stop and Search transparency and proportionality.
- Ensure the police workforce continues to respect and represents the communities it serves.
- Promote and develop opportunities for local communities, individuals and businesses to work together to reduce crime.
- Improve witnesses and victims experience and participation levels in the Criminal Justice system by removing barriers

**Improve the efficiency, accessibility and effectiveness of the criminal justice process.**

- The Commissioner will work with Criminal Justice Partners to agree ways in which the Criminal Justice System can be more accessible to all communities.
- Monitor the effectiveness of the Youth Justice and Criminal Justice System, including timeliness and compliance with national standards on sentencing decisions.
- Improve the timeliness and quality of case files.
- Digitalise the way case files are produced and transferred.
- Improve the effectiveness and support of victims and witnesses going through the Criminal Justice System.
- Ensure that all agencies deal fairly with offenders from all backgrounds.
- Promote and align community payback with local neighbourhood priorities to improve the local environment.
- Develop opportunities to involve victims of anti-social behaviour and crime in neighbourhood justice.
- Providing public information on the sentencing and names of offenders.

**Focus on those local areas that are most affected by crime and anti-social behaviour.**

- Combat crime and create safe public open spaces, such as the Forest Recreation in the City.
- Explore the benefits and evidence for creating safer school routes.
- Improve public transport safety and introduce with partners a safer Cab Scheme.
- Continue to support partnership working on high impact neighbourhoods across the City and partnership priority areas across the County.
- Work with partners to protect local natural environments from issues of trespass and damage and reduce rural crime of theft and improve cross border working.

- Zero tolerance to violence.
- Work with partners to achieve a safe and secure night time economy for the City and other towns.
- Work with social landlords, private landlords and other partners in combating anti-social behaviour.
- Reduce crime by designing out opportunities in residential, business and commercial developments.
- Improve the continuity of police officers to achieve sustainable workforce planning for neighbourhood policing and other specialist policing services.

#### **Reduce the impact of drugs and alcohol on levels of crime and anti-social behaviour.**

- Better alignment of partnership budgets to reduce alcohol and drug misuse.
- Work to ensure that alcohol is a strategic and resource priority for all partners.
- Encourage local authorities to implement the late night levy.
- Continue to provide drug testing, assessment and wrap around support for drug misusing offenders.
- Improve drug and alcohol treatment and assessment in custody, prisons and the community.
- Increase the use of Civil and Criminal Enforcement remedies to manage the impact of excessive drinking.
- Develop interventions to prevent and tackle 'illegal highs' to address the impact on violent crime.
- Ensure the robust enforcement of licensing conditions of pubs and clubs causing the most concerns.
- Consider and explore the benefits of family drug and alcohol courts.

#### **Reduce the threat from organised crime.**

- Work in partnership to manage the national threat assessment and meet the Strategic Policing Requirement (cyber crime, terrorism, public order, and civil emergencies).
- Encourage greater regional collaboration between Forces for crime, criminal justice and operational support.
- Support the Ending Gang Partnership programme and enhance community involvement.
- Promote activities to build active communities to improve relationships and community cohesion.
- Co-operate and share information across force boundaries to manage risks and threats.
- Pursue criminals through the courts to confiscate and seize assets to ensure no one profits from crime.
- Ensure neighbourhoods are free from organised crime.
- Proactively investigate and manage individuals involved in the sexual exploitation of women and children.
- Deter and prevent the use of the roads by criminals through ANPR and reduce the number of people who are seriously injured or killed on the roads.

#### **Prevention, early intervention and reduction in re-offending.**

- Work in partnership to address the mental health needs of offenders and the impact of substance misuse and alcohol.
- Provide positive activities for young people at most risk of getting involved in offending and anti-social behaviour.
- Reduce re-offending and deter the number of persistent and problematic offenders through robust offender management (statutory and non-statutory), in addition to

proactively managing dangerous offenders, perpetrators of domestic abuse and individuals involved in shoplifting.

- Actively manage through MAPPA dangerous sex and violent offenders to reduce the threat to communities.
- Expand the use of restorative justice by partners and roll out the new conditional Youth Caution Scheme.
- Intervene early and provide support to complex and priority troubled families.
- Save resources through co-location and shared services such as; AURORA, Targeted Youth Support, MASH, Local anti-social behaviour and Offender Management Teams.

### **Spending your money wisely.**

- Create a partnership fund and provide resources to local communities to help resolve local problems and concerns.
- Build resource allocation for policing from zero based budgets to improve value for money.
- Achieve greater financial savings from regional collaboration
- Review the policing estate and custody arrangements in Worksop and the north of the county.
- Build sustainability into policing and reduce the carbon footprint and improve energy management.
- Recruit more volunteers, including cadets, Parish Constables, Specials, Neighbourhood Watch and 'Mystery Shoppers' to support of the work of the Commissioner.
- Invest in police leadership and the development of sergeants and inspectors.
- Improve the recruitment, retention and progression of for BME and other officers and staff to reflect the local community.
- Improve attendance by reducing sickness and stress related absence of police officers and police staff.
- Redesign the Police workforce and expand the use of civilian investigators.

## 6. Governance

### Governance Framework

The establishment of this first Plan sets out an ambitious agenda. Each strategic priority theme and target will be owned by the Force and partners. They will be responsible individually and collectively for delivering the priority actions as set out in this Plan. The Commissioner and Deputy Commissioner will take a personal leadership role to work with partners to achieve the pledges and activities.

The Force and partners will submit a single monthly Performance and Insight Report to the Commissioner. This will enable performance across all activities to be monitored through a single arrangement.

Each week the Commissioner will hold a bi-lateral meeting with the Chief Constable to monitor crime performance and hold the Chief Constable to account for delivery. Each month these meetings will be extended to enable the Commissioner and Deputy Commissioner to consider and review performance across all seven strategic themes. The Commissioner is intending to hold quarterly meetings with Chairs of Community Safety Partnerships, the Criminal Justice Board and other partnership boards to ensure that there is a clear partnership focus on performance and the delivery of this Plan's priorities.

The Commissioner is committed to the 'Good Governance' principles of openness, transparency and accountability. Over the next few months the Commissioner will be exploring a range of options for actively involving the public and stakeholders in the work and decision-making process of the Commissioner. Consideration is being given to creating Stakeholder Boards for Nottingham and Nottinghamshire to give the community and victims of crime a 'bigger' voice and to enable the Commissioner to keep people informed.

There is a variety of methods the Commissioner has at his disposal for assessing the effectiveness and quality of how policing services are delivered. They will include:

- The Commissioner identifying specific areas to be inspected by Her Majesty's Inspectorate of Constabulary (HMIC).
- A rigorous schedule of inspections by the internal auditors from RSM Tenon.
- Establishment of a local programme of scrutiny.
- Development of a volunteer 'Mystery Shoppers' programme.
- Research and feedback from the public and victims of crime.

HMIC also inspects the Force's performance and activity. HMIC is independent of the Commissioner, the Police and the Government. It assesses the work of police forces in different areas of business, including neighbourhood policing, serious and organised crime, anti-social behavior and tackling major threats such as terrorism. Work will be completed to ensure that there is close co-ordination between the HMIC inspection programme, internal audit and any local scrutiny programme.

Significant resources are committed to regional collaboration to deliver a range of front line policing and back office support services. Collaborating with other Forces across the region is providing greater resilience and efficiencies in responding to serious and organised crime, murder investigation, forensics, legal and Human Resources transactional services. All five Commissioners covering the five Forces in the region have agreed to establish a board to:

- Consider regional policing requirements.
- Performance monitor collaboration contracts.

- Take forward joint action on mutual priorities.
- Consider new business cases.

The work of the Commissioner is overseen and will be reviewed by the Nottinghamshire Police and Crime Panel. It will meet a minimum of six times per year. It is made up of thirteen elected member representatives from Nottinghamshire County Council, Nottingham City Council and District Councils. Two co-opted independent members have been agreed with the Secretary of State to be part of the panel to represent the interests of the Nottinghamshire Probation Board and Magistrates.

Policing accountability operates at different levels and through different mechanisms.

#### **Appendix 5.**

## 8. Resourcing our Priorities

### Introduction

The Commissioner will have responsibility for managing the combined budgets of the Police and the Crime reduction grants. For the financial year 2012/13, these budgets were set by the previous governing bodies. From 2013/14 onwards the budgets will be set for the full year by the Commissioner.

### Overview of the Police's Medium Term Financial Plan (MTFP) (inc. core strategies – Estates, ICT etc)

*TO BE CONFIRMED FROM THE BUDGET AND PRECEPT REPORT TO BE SENT TO THE POLICE AND CRIME PANEL BY THE 30<sup>th</sup> JANUARY 2013 FOR CONSIDRATION AT THE 6<sup>TH</sup> FEBRUARY 2013 MEETING.*

The Medium Term Financial Plan (MTFP) is key part of the Commissioner's planning process which links operational, financial and resource planning, ensuring all resources are directed towards policing and crime priorities. The Medium Term Financial Plan describes the financial direction of the Commissioner and outlines the financial pressures and savings to be achieved over the next three years. It sets out how the Commissioner can provide the Chief Constable with the resources to deliver the priorities in the Police and Crime Plan.

### Revenue and Capital Budgets and Core Assets

*TO BE CONFIRMED FROM THE BUDGET AND PRECEPT REPORT TO BE SENT TO THE POLICE AND CRIME PANEL BY THE 30<sup>th</sup> JANUARY 2013 FOR CONSIDRATION AT THE 6<sup>TH</sup> FEBRUARY 2013 MEETING.*

In preparing the annual revenue and capital budgets the Commissioner considers:

- The key principles of the Medium Term Financial Plan (MTFP).
- Local Government Finance Settlement.
- Revenue and Capital estimated outturn positions for the current financial year.
- Budget pressures facing the Commissioner.
- Value for money and budget savings.
- Reserves and risk assessment.
- The Prudential Code for Finance in Local Authorities.

### Revenue Expenditure

The full year revenue budget set for 2012-13 is £198.8m.

*TO BE CONFIRMED FROM THE BUDGET AND PRECEPT REPORT TO BE SENT TO THE POLICE AND CRIME PANEL BY THE 30<sup>th</sup> JANUARY 2013 FOR CONSIDRATION AT THE 6<sup>TH</sup> FEBRUARY 2013 MEETING.*

### Savings 2012-13

*TO BE CONFIRMED FROM THE BUDGET AND PRECEPT REPORT TO BE SENT TO THE POLICE AND CRIME PANEL BY THE 30<sup>th</sup> JANUARY 2013 FOR CONSIDRATION AT THE 6<sup>TH</sup> FEBRUARY 2013 MEETING.*

## Capital Budgets

*TO BE CONFIRMED FROM THE BUDGET AND PRECEPT REPORT TO BE SENT TO THE POLICE AND CRIME PANEL BY THE 30<sup>th</sup> JANUARY 2013 FOR CONSIDRATION AT THE 6<sup>TH</sup> FEBRUARY 2013 MEETING.*

## Estates Strategy

*TO BE CONFIRMED FROM THE BUDGET AND PRECEPT REPORT TO BE SENT TO THE POLICE AND CRIME PANEL BY THE 30<sup>th</sup> JANUARY 2013 FOR CONSIDRATION AT THE 6<sup>TH</sup> FEBRUARY 2013 MEETING.*

## ICT Strategy

The ICT strategy aims to provide ICT services that enable the Force to conduct its business effectively improve productivity and provide value for money. Key to this is the provision of technological solutions that make it easy for members of the public to communicate and access policing services. This will be achieved by:

- Working collaboratively with Derbyshire Constabulary and other forces.
- Taking part in national initiatives such as the Athena framework.
- Simplifying Force ICT systems.

## Workforce/Service Strength

*TO BE CONFIRMED FROM THE BUDGET AND PRECEPT REPORT TO BE SENT TO THE POLICE AND CRIME PANEL BY THE 30<sup>th</sup> JANUARY 2013 FOR CONSIDRATION AT THE 6<sup>TH</sup> FEBRUARY 2013 MEETING.*

Nottinghamshire Police is made up of uniformed and plain clothed police officers, police staff, Police Community Support Officers (PCSOs), Agency staff, Special Constables and other volunteers. The table below details the number of posts and their full time equivalent (FTE).

*TO BE CONFIRMED FROM THE BUDGET AND PRECEPT REPORT TO BE SENT TO THE POLICE AND CRIME PANEL BY THE 30<sup>th</sup> JANUARY 2013 FOR CONSIDRATION AT THE 6<sup>TH</sup> FEBRUARY 2013 MEETING.*

## Breakdown of Staff by Employee Type – Percentage

*TO BE CONFIRMED FROM THE BUDGET AND PRECEPT REPORT TO BE SENT TO THE POLICE AND CRIME PANEL BY THE 30<sup>th</sup> JANUARY 2013 FOR CONSIDRATION AT THE 6<sup>TH</sup> FEBRUARY 2013 MEETING.*

Police Officers perform the full range of duties expected of a modern police service. These range from responding to 999 calls to meeting a class of schoolchildren or a community group to talk about police work or crime prevention.

Police staff provide support for front-line policing operations and other areas of business. Like every large organisation or business, we employ specialists to help manage our finances, IT systems, human resources, buildings and other corporate services.

## Commissioning



The Commissioner's role includes a broader crime role that extends beyond the governance and accountability of the Force. This is a new role and will need developing through and beyond the period of the programme. The Commissioner will make **crime and disorder grants** to relevant organisations or person in their Force area.

Various Home Office programmes have finished at the end of 2012/13 and funding has been provided and a new Community Safety Fund has been provide to the Commissioner.

Further detail on the commissioning arrangements and overview of community safety partners allocation of partnership grants will to be submitted to the Police and Crime Panel at the end of January.

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From the publication of this Plan in 2013/14 onwards the Community Safety Fund will be the responsibility of the Commissioner. Victim Support funding is not expected to transfer to the Commissioner until April 2014 at the earliest.

## **INSERT MODEL**

### **Crime Reduction Grants**

The Commissioner will be able to make crime and disorder grants to relevant organisations or persons in their Force area.

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### **Value for Money**

HMIC produces an annual Value for Money (VFM) Profile to help Commissioners make the right decisions about improving value for money to ensure that citizens' money is spent wisely.

By producing comparative information the Commissioner is able to identify and explore differences in performance. For example, the 2012 Profile provides benchmarking information on:

- What the police are spending their budgets on.
- Staffing levels by grade and function.
- Outputs and inputs in a comparable format.

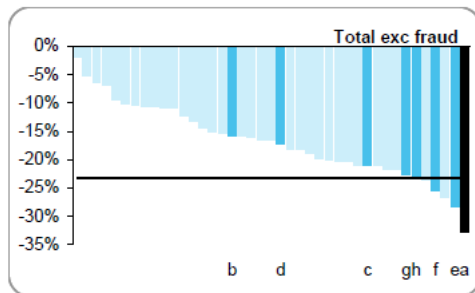
The forces in the most similar group (MSG) can be identified in the charts in this section by using the key:

- a) Nottinghamshire
- b) Lancashire
- c) Leicestershire
- d) Northamptonshire
- e) Northumbria

- f) South Wales
- g) South Yorkshire
- h) Staffordshire

The following extracts from the HMIC VFM Profile 2012 illustrates how the Commissioner is able to compare spend across a number of policing functions.

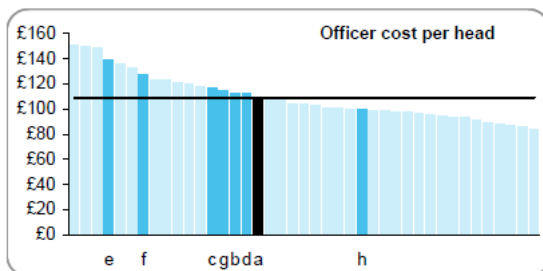
### Changes in Crime – 2008-09 to 2011-12



This chart identifies that crime in Nottinghamshire has reduced the most nationally (-34%) since 2008-09.

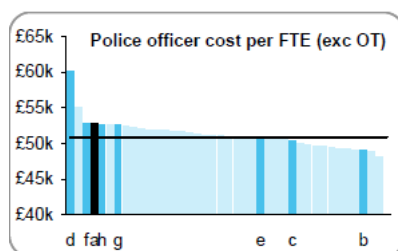
There is much more comparative data in the HMIC VFM Profiles which will be used by the Commissioner as a tool to assess whether the Force is delivering value for money.

### Officer Cost per Head of Population



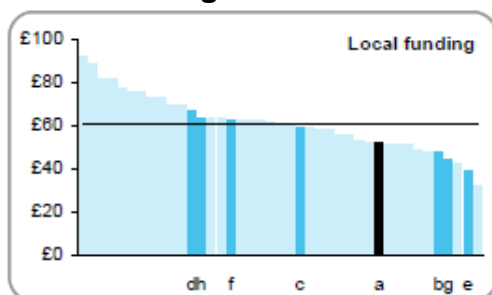
This chart illustrates that Police Officer costs per head of population although is average nationally, is second lowest in its MSG.

### Police Officer cost per Full Time Equivalent (FTE)



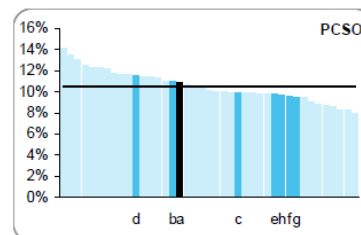
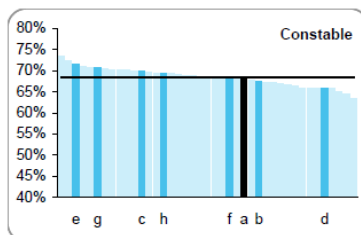
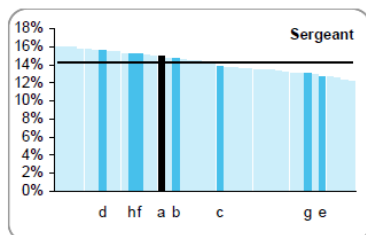
This chart illustrates that the cost of each FTE post is higher than the national average. This may be affected by the workforce mix in terms of the number of the number of sergeants, inspectors and above compared to the number of constables.

## Local Funding



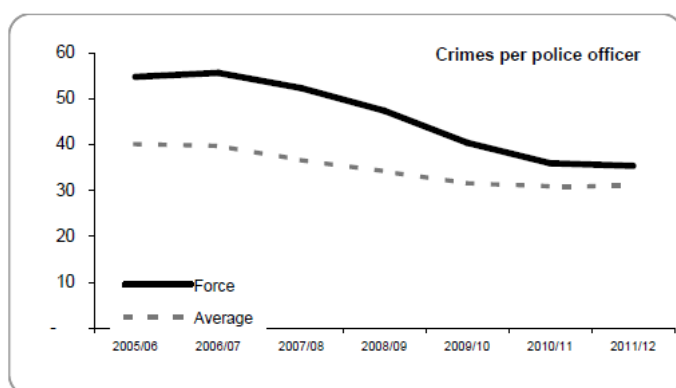
This chart illustrates that funding provided locally from Council Tax and reserves is less than the national average i.e. £51 per head of population compared to £60 nationally.

## Police Officer/PCSOs % of Total Officers



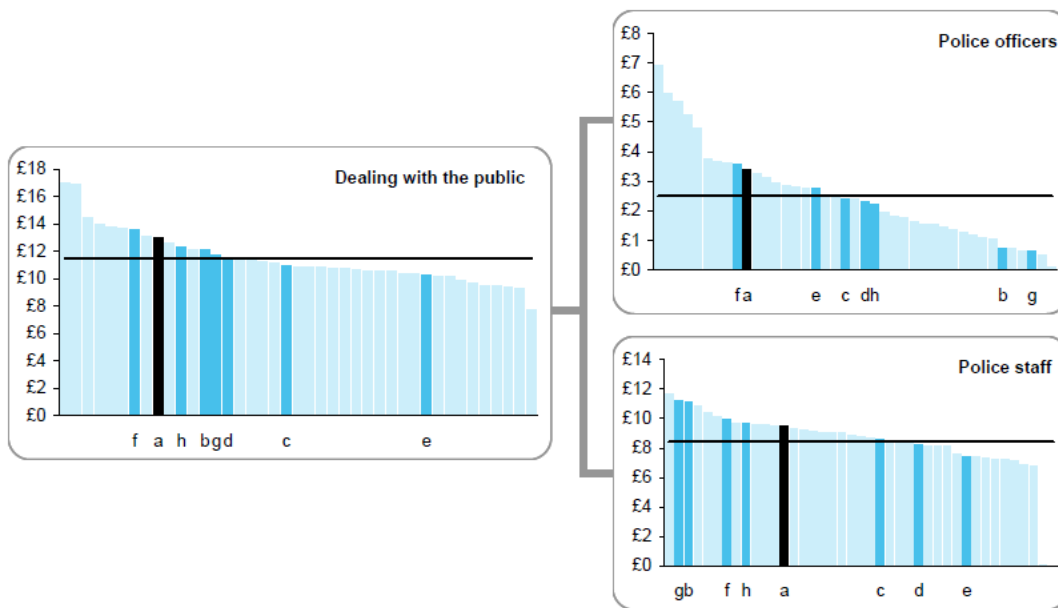
The above charts show that the workforce mix for frontline officers is broadly the same as the national average with slightly higher levels in sergeants and PCSOs. Additional charts reveal that there are lower levels of inspectors and above suggesting that sergeants in Nottinghamshire take more of a leading role than other forces.

## Crimes Per Officer



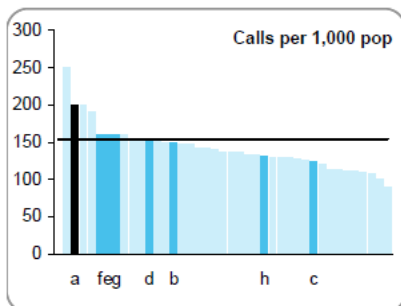
This charts shows that the workload per officer has consistently been higher than the national average since 2005-06. Although the gap has decreased, this is due to the significant crime decrease in Nottinghamshire compared to other forces.

## Expenditure by Function – Dealing with the Public



The above chart shows that Nottinghamshire Police allocated more resources (Police officers and Police staff) to deal with the public than the national average.

## 999 Calls per 1000 Population



This chart shows that Nottinghamshire Police receives more emergency calls per 1000 population than almost any other force nationally. This is not necessarily a reflection of crime or antisocial behaviour and maybe due to other factors.

## 9. Measuring How Well We Are Doing

### Introduction

The creation of this Plan with partners and the development of the vision, outcomes, pledges, core values and strategic priority themes have given the clear direction and focus for the Commissioner to work with partners on the activities and performance measures that will demonstrate delivery of the Plan.

<b>Strategic Priority Theme 1: Protect support and respond to victims, witnesses and vulnerable people.</b>		
<b>Proposed Measure</b>	<b>Target</b>	<b>Rationale</b>
Satisfaction of victims with the service they have received.	To be in the top five forces nationally – around 90 per cent.	Continued improvement in performance will place the Force in the top five police forces nationally and second in its Most Similar Group (MSG).
Percentage of people who agree that the Police and Council are dealing with local anti-social behaviour and other crime issues.	60 per cent by 2015.	This is the current Policing Plan confidence target, it is realistic and progress should be maintained.
Reduce the number of repeat victims of domestic violence, anti-social behaviour and hate crime.	<ul style="list-style-type: none"> <li>• Reduce the number of repeat victims of Domestic Violence.</li> <li>• Reduce the number of repeat victims of Hate Crime.</li> <li>• Reduce the number of repeat victims of Anti-Social Behaviour.</li> </ul>	Increasing number of reports of Domestic Violence and Hate Crime can be perceived as positive in terms of victims' confidence in the police, however, effective processes and performance management should result in reduced numbers of repeat victims.
<b>Why is it important?</b> <ul style="list-style-type: none"> <li>• Public consultation has identified that the visibility of the police in local communities remains a priority for many people.</li> <li>• HMIC has reported on inconsistencies in the ability of the police both locally and nationally to identify and respond to vulnerable and repeat victims of anti-social behaviour.</li> <li>• Victim of crime surveys identifies that being kept informed is a priority, currently this is a key area to improve satisfaction.</li> </ul>		

**Strategic Priority Theme 2:  
Improve the efficiency, accessibility and effectiveness of the criminal justice process.**

<b>Proposed Measure</b>	<b>Target</b>	<b>Rationale</b>
Improve file quality and timeliness.	<ul style="list-style-type: none"> <li>• 75 per cent of Crown Court files to be submitted in time and without deficiencies.</li> <li>• A process for monitoring the quality and timeliness of Magistrates Court files to be implemented.</li> <li>• Attrition and discontinuance in Magistrates and Crown Courts to be better than the national averages.</li> </ul>	Training package for all officers will be rolled out at the beginning of this calendar year, with a focus on file preparation and timeliness. Improvements should be seen in both quality and timeliness.
Improve the effectiveness of trials.	A reduction in the proportion (%) of ineffective and cracked trials in the Magistrates and Crown Courts due to prosecution team reasons.	The Force currently shows an effective trial rate of just over 40 per cent at Magistrates Courts, and over 50 per cent at Crown Court. An effective trial rate of over 45 per cent is considered good performance, and this would be achieved through reducing ineffective and cracked trials.
<b>Why is it important?</b> <ul style="list-style-type: none"> <li>• The Commissioner will be co-operating with partners to provide an efficient and effective criminal justice system.</li> <li>• Improving efficiency and effectiveness in the criminal justice system is a priority for central Government.</li> <li>• The Commissioner has a duty to take into account the views of victims of crime.</li> <li>• Substantial reductions in budgets under the current Comprehensive Spending Review (CSR).</li> <li>• Speeding up the Criminal Justice System for positive outcomes for victims and witnesses.</li> </ul>		

**Strategic Priority Theme 3:**  
**Focus on those local areas that are most affected by crime and anti-social behaviour.**

Proposed Measure	Target	Rationale
Reduction in 'All Crime' across the Force.	8 per cent reduction	Performance at this level has been maintained over the previous two financial years, and for the coming year would constitute a statistically significant reduction.
A 50 per cent reduction in anti-social behaviour incidents across the Force.	8 per cent reduction year on year from 2011/12 to 2015/16.	A year on year reduction of 8 per cent would satisfy the local partnership target of reducing anti-social behaviour by 50 per cent by 2015/16.
Increase in positive outcomes of recorded offences.	37 per cent (positive outcomes) rate for all crime.	<p>Increasing the detection rate to 37 per cent would place the Force in the top ten nationally and would constitute a statistically significant increase.</p> <p>Community resolution is not classed as a 'detection', however it is important to understand the needs of the victims.</p>

**Why is it important?**

- Local crime and disorder profiles are changing, with offending now spread more evenly across a much wider number of offence types, meaning that a focus on specific crime types is no longer likely to result in the desired reductions in crime.
- Many areas experience substantial alcohol and drug-related problems, domestic violence and anti-social behaviour, with high levels of deprivation and complex social issues.
- Street Gangs and a number of Organised Crime Groups (OCGs) are based within the most deprived areas.
- Resource management projects are currently being developed to ensure that the right people are in the right places in the right numbers, to facilitate managing resources in line with operational capability requirements and substantial budget reductions for the Force.



Strategic Priority Theme 4: Reduce the impact of drugs and alcohol on levels of crime and anti-social behaviour.		
Proposed Measure	Target	Rationale
Reduction in theft and violence where substance misuse is a contributing factor.	Set a baseline for substance related violence against the person and stealing offences with a view to driving down performance through correct monitoring.	Evidence suggests that a far higher proportion of substance related crime, particularly violence and theft, are committed than is recorded on Force systems. It is imperative to have accurate recording processes in place to enable effective performance management.
Successful treatment outcomes for IOM (Integrated Offender Management) offenders.	At the start of the financial year take a snapshot of all IOMs and performance monitor re-offending of those tagged as using drugs.	The Probation Service are currently in the process of defining their reporting mechanisms through the Reducing Re-offending Board (RRB), and it is therefore suggested that this be used as an interim measure until such time as there is a performance management framework around this area.
<b>Why is it important?</b> <ul style="list-style-type: none"> <li>Alcohol misuse has been linked to more than 1 million crimes in the UK each year, particularly violent crime and disorder.</li> <li>It is estimated that 1 in every 100 people in the UK will be a victim of alcohol-related violence each year.</li> <li>Clear links between drug and alcohol misuse and re-offending.</li> <li>Alcohol related violence and disorder, and drug dealing are major concerns for local people.</li> </ul>		

**Strategic Priority Theme 5:  
Reduce the threat from organised crime.**

<b>Proposed Measure</b>	<b>Target</b>	<b>Rationale</b>
Reduction of Killed or Seriously Injured (KSIs) on Nottinghamshire's roads.	The Force is to reduce the number of KSI's from 586 per year to demonstrate a 50 per cent reduction by 2020.	Most forces have opted to retain the 50 per cent reduction target by 2020, which for Nottinghamshire would equate to no more than 586 KSIs in 2013.
Increase in the number of Proceeds of Crime Act (POCA) confiscation and forfeiture orders.	10 per cent increase in numbers of confiscation and forfeiture orders.	Focusing on the number of confiscation and forfeiture orders as opposed to the average value places emphasis on activity meaning that more offenders will have their assets seized over the coming performance year.
Reduce the Force threat, harm and risk assessment.	To reduce below the 2011/12 figures.	Through the National Intelligence Model (NIM) framework the Force will monitor the threat, harm and risk assessments associated with Organised Crime Groups (OCGs), with the aim of reducing the numerical score over the coming performance year.

**Why is it important?**

- Number of people killed or seriously injured on Nottinghamshire's roads is increasing.
- Organised crime has been linked to numerous areas of criminality.
- Organised Crime Groups are increasingly involved in cyber-crime.
- Opportunities to generate income from those involved in organised crime under the Proceeds of Crime Act.
- The threat of an increase in organised crime is highlighted as a national risk, and under the Strategic Policing Requirement (SPR) the Commissioner and the Force are required to maintain sufficient capacity and capability to support the national Organised Crime Strategy.

**Strategic Priority Theme 6:  
Prevention, early intervention and reduction in re-offending.**

<b>Proposed Measure</b>	<b>Target</b>	<b>Rationale</b>
A continued reduction in First Time Entrants (FTEs) into the Youth Justice System.	10 per cent reduction	The use of Restorative Justice disposals and Community Resolutions only really came into force at the beginning of 2012/13 and it was expected that this would greatly reduce the numbers of FTEs into the Youth Justice System.
Reduce the number of prolific offenders from re-offending.	Reduce re-offending through an effective performance management framework.	It is widely reported that over 40 per cent of volume crime is committed by prolific offenders therefore any reduction in re offending will have a considerable impact on the Force achieving the 'All Crime' reduction target.
<b>Why is it important?</b> <ul style="list-style-type: none"> <li>• Current figures for proven re-offending show that the percentage of offenders who go on to commit a further offence within 12 months needs improving.</li> <li>• Commentators believe that rising youth unemployment and unstable accommodation may be contributing to increased rates of re-offending.</li> <li>• Likely to be significant opportunities for funding through the Government's "Troubled Families" programme to improve performance.</li> <li>• The Ministry of Justice intends to reform the process for managing offenders, including plans to introduce payment by results schemes by 2016.</li> </ul>		

**Strategic Priority Theme 7:  
Spending your money wisely.**

<b>Proposed Measure</b>	<b>Target</b>	<b>Rationale</b>
Confirmed efficiencies.	In line with current Force targets.	Overall the Force is currently forecasted to save £10.395m by financial year end against a target of £10.300m.  Confirmed efficiencies will be made through staff savings and savings from Fleet, Estates and Collaboration.
Overall spend v budget.	In line with current force targets.	Currently performance: Force spend YTD Nov 2012 £125.874m against a budget of £126.365m.
Sickness data for all staff.	Current target: 3.7 per cent for officers and staff (8.2 days).	The Absence Management Policy, Procedure and Management Guide were launched in October 2012. The aim is to continue to reduce levels of sickness of both officers and staff through effective management.
BME recruitment, retention and progression for BME officers and staff to reflect the local community.	Monitor BME recruitment, retention and progression against representation in the local community and the Force as a whole with a view to improving levels.	The Force launched its Positive Action programme towards the end of last summer, and a number of events are planned to encourage under-represented groups to apply for positions within the organisation. The Commissioner and Force are committed to having a workforce that reflects the diverse community that it serves will improve levels of BME recruitment, ensuring the Force reflects and respects the communities it serves.

**Why is it important?**

- Focus on the Commissioners legal requirement to provide a balanced budget and monitor spend against budget for police and crime.
- Commissioner to demonstrate efficient and effective police and crime services to deliver value for money policing.
- Building resource allocation for policing from zero based budgets to improve value for money.
- Overall spend v budget is important to show the responsible spend of public funds, prioritising into key areas, being prepared for anticipated trends and finding alternative and innovative methods of policing in partnership.
- Sickness needs to be managed through robust attendance management processes to provide an effective and efficient workforce.

- Ensure that Nottinghamshire police is an employer that reflects the communities in which it serves and demonstrates that it is both diverse and respectful of the demographic profile of Nottinghamshire.

## **Appendices**

### **Appendix 1: Strategic Framework**

## Building Social Capital

### Police and Crime Plan 2013-2018

<b>Vision</b>  <b>'The Peoples' Commissioner'</b>	<b>...giving victims and citizens a bigger voice in policing to achieve a safer Nottingham and Nottinghamshire...</b>	<b>To achieve outcomes of:</b> <ul style="list-style-type: none"><li>• Safer communities</li><li>• Improved trust and confidence in policing</li><li>• Delivering value for money policing services</li></ul>	<b>To achieve objectives of:</b> <ul style="list-style-type: none"><li>• Reduced crime and anti-social behaviour</li><li>• Fairer treatment of victims and citizens</li><li>• Better use of resources</li></ul>	<b>To be measured by demonstrating:</b> <ul style="list-style-type: none"><li>• Ranked in the top 10 police forces for reducing crime</li><li>• Ranked in the top 5 forces for victims satisfaction</li><li>• Efficient and effective use of budget and resources</li><li>• Increased representation of BME through recruitment</li></ul>		
<b>Reducing crime and anti-social behaviour by working with communities, businesses, partners, voluntary and third sector.</b>						
<b>Pledges</b>	<ul style="list-style-type: none"><li>• Campaign against Government funding cuts to Nottinghamshire's Police budget.</li><li>• Improve Community Policing across Nottinghamshire by taking on 150 extra Police Officers and 100 Police Community Support Officer's.</li><li>• Work in partnership to reduce anti-social behavior by 50%.</li><li>• Give extra priority and resources to domestic violence and crimes against girls and women.</li><li>• Ensure that the victims of crime are treated as people, not cases, and will properly fund Victim Support.</li><li>• Be fair, honest and will protect tax-payers money.</li></ul>					
<b>Community Engagement and Consultation</b>						
<b>We Value</b>	<b>Victims</b> – by listening and taking action to protect and safeguard vulnerable people	<b>Openness</b> – by putting victims and the public at the heart of open and transparent decision making	<b>Inclusiveness</b> – by working effectively working with communities and businesses to tackle crime and anti-social behaviour	<b>Communities</b> – by ensuring fairness, respect and accountability to victims and communities	<b>Empowering</b> – by engaging with victims and communities to help shape policing services and build stronger partnerships	
<b>Strategic Themes and Key activities for the Delivery Plan</b>						
<b>Protect, support and respond to victims, witnesses and vulnerable people</b>	<b>Improve the efficiency, accessibility and effectiveness of the criminal justice process</b>	<b>Focus on those local areas that are most affected by crime and anti-social behaviour</b>	<b>Reduce the impact of drugs and alcohol on levels of crime and anti-social behaviour</b>	<b>Reduce the threat from organised crime</b>	<b>Prevention, early intervention and reduction in re-offending</b>	<b>Spending your money wisely</b>
<ul style="list-style-type: none"><li>C Develop a Victims Strategy' and Commissioning Framework based upon evidence of need.</li><li>C Work with 'Victim Support' to secure funding for Anti-Social Behaviour Case Workers.</li><li>C Improve support to young victims of crime.</li><li>C Through better understanding, protect and reduce violence to young women and girls in gangs.</li><li>C Protect, support and respond to repeat victims of domestic abuse, especially high and medium risk.</li><li>C Protect and support victims of sexual violence.</li><li>C Improve BME experience of policing through better engagement and being more responsive to needs.</li><li>F Working in partnership with other organisations to focus on hate crime.</li><li>F Ensure Stop and Search transparency and proportionality.</li><li>F Ensure the police workforce continues to respect and represents the communities it serves.</li><li>P Promote and develop opportunities for local communities, individuals and businesses to work together to reduce crime.</li><li>P Improve witnesses and victims experience and participation levels in the Criminal Justice system by removing barriers.</li></ul>	<ul style="list-style-type: none"><li>C The Commissioner will work with Criminal Justice Partners to agree ways in which the Criminal Justice System can be more accessible to all communities.</li><li>C Monitor the effectiveness of the Youth Justice and Criminal Justice System, including timeliness and compliance with national standards on sentencing decisions.</li><li>F Improve the timeliness and quality of case files.</li><li>F Digitalise the way case files are produced and transferred.</li><li>P Improve the effectiveness and support of victims and witnesses going through the Criminal Justice System.</li><li>P Ensure that all agencies deal fairly with offenders from all backgrounds.</li><li>P Promote and align community payback with local neighbourhood priorities to improve the local environment.</li><li>P Develop opportunities to involve victims of anti-social behaviour and crime in neighbourhood justice.</li><li>P Providing public information on the sentencing and names of offenders.</li></ul>	<ul style="list-style-type: none"><li>C Combat crime and create safe public open spaces, such as the Forest Recreation in the City.</li><li>C Explore the benefits and evidence for creating safer school routes.</li><li>C Improve public transport safety and introduce with partners a safer Cab Scheme.</li><li>C Continue to support partnership working on high impact neighbourhoods across the City and partnership priority areas across the County.</li><li>C Work with partners to protect local natural environments from issues of trespass and damage and reduce rural crime of theft and improve cross border working.</li><li>F Zero tolerance to violence.</li><li>F Work with partners to achieve a safe and secure night time economy for the City and other towns.</li><li>F Work with social landlords, private landlords and other partners in combating anti-social behaviour.</li><li>F Reduce crime by designing out opportunities in residential, business and commercial developments.</li><li>F Improve the continuity of police officers to achieve sustainable workforce planning for neighbourhood policing and other specialist policing services.</li></ul>	<ul style="list-style-type: none"><li>C Better alignment of partnership budgets to reduce alcohol and drug misuse.</li><li>C Work to ensure that alcohol is a strategic and resource priority for all partners.</li><li>C Work with local authorities to create safer night time economy.</li><li>F Continue to provide drug testing, assessment and wrap around support for drug misusing offenders.</li><li>P Improve drug and alcohol treatment and assessment in custody, prisons and the community.</li><li>P Increase the use of Civil and Criminal Enforcement remedies to manage the impact of excessive drinking.</li><li>P Develop interventions to prevent and tackle 'illegal highs' to address the impact on violent crime.</li><li>P Ensure the robust enforcement of licensing conditions of pubs and clubs causing the most concerns.</li><li>P Consider and explore the benefits of family drug and alcohol courts.</li></ul>	<ul style="list-style-type: none"><li>C Work in partnership to manage the national threat assessment and meet the Strategic Policing Requirement (cyber crime, terrorism, public order, and civil emergencies).</li><li>C Encourage greater regional collaboration between Forces for crime , criminal justice and operational support.</li><li>C Support the Ending Gang Partnership programme and enhance community involvement.</li><li>C Promote activities to build active communities to improve relationships and community cohesion.</li><li>F Co-operate and share information across force boundaries to manage risks and threats.</li><li>F Pursue criminals through the courts to confiscate and seize assets to ensure no one profits from crime.</li><li>F Ensure neighbourhoods are free from organised crime.</li><li>F Proactively investigate and manage individuals involved in the sexual exploitation of women and children.</li><li>F Deter and prevent the use of the roads by criminals through ANPR and reduce the number of people who are seriously injured or killed on the roads.</li></ul>	<ul style="list-style-type: none"><li>C Work in partnership to address the mental health needs of offenders and the impact of substance misuse and alcohol.</li><li>C Provide positive activities for young people at most risk of getting involved in offending and anti-social behaviour.</li><li>F Reduce re-offending and deter the number of persistent and problematic offenders through robust offender management (statutory and non-statutory), in addition to proactively managing dangerous offenders, perpetrators of domestic abuse and individuals involved in shoplifting.</li><li>P Actively manage through MAPPA dangerous sex and violent offenders to reduce the threat to communities.</li><li>P Expand the use of restorative justice by partners and roll out the new conditional Youth Cautions Scheme.</li><li>P Intervene early and provide support to complex and priority troubled families.</li><li>P Save resources through co-location and shared services such as; AURORA, Targeted Youth Support, MASH, Local anti-social behaviour and Offender Management Teams.</li></ul>	<ul style="list-style-type: none"><li>C Create a partnership fund and provide resources to local communities to help resolve local problems and concerns.</li><li>C Build resource allocation for policing from zero based budgets to improve value for money.</li><li>C Achieve greater financial savings from existing regional collaboration.</li><li>C Review the policing estate and custody arrangements in Worksop and the north of the county.</li><li>C Build sustainability into policing and reduce the carbon footprint and improve energy management.</li><li>C Recruit more volunteers, including cadets, Parish Constables, Specials, Neighbourhood Watch and 'Mystery Shoppers' to support of the work of the Commissioner.</li><li>F Invest in police leadership and the development of sergeants and inspectors.</li><li>F Improve the recruitment, retention and progression of for BME and other officers and staff to reflect the local community.</li><li>F Improve attendance by reducing sickness and stress related absence of police officers and police staff.</li><li>F Redesign the Police workforce and expand the use of civilian investigators.</li></ul>
<b>Balanced Scorecard / MTFP (Savings Programme)</b>						
<ul style="list-style-type: none"><li>• Satisfaction of victims with the service they have received.</li><li>• Percentage of people who agree that the Police and Council are dealing with local anti-social behaviour and other crime issues.</li><li>• Reduce the number of repeat victims of domestic violence, anti-social behaviour and hate crime.</li></ul>	<ul style="list-style-type: none"><li>• Improve file quality and timeliness.</li><li>• Improve the effectiveness of trials.</li></ul>	<ul style="list-style-type: none"><li>• Reduction in All Crime across the Force.</li><li>• A 50 per cent reduction in anti-social behaviour incidents across the Force.</li><li>• Increase in positive outcomes of recorded offences.</li></ul>	<ul style="list-style-type: none"><li>• Reduction in theft and violence where substance misuse is a contributing factor.</li><li>• Successful treatment outcomes for IOM (Integrated Offender Management) offenders.</li></ul>	<ul style="list-style-type: none"><li>• Reduction of Killed or Seriously Injured (KSIs) on Nottinghamshire's roads.</li><li>• Increase in the number of Proceeds of Crime Act (POCA) confiscation and forfeiture orders.</li><li>• Reduce the Force threat, harm and risk assessment.</li></ul>	<ul style="list-style-type: none"><li>• A continued reduction in First Time Entrants (FTEs) into the Youth Justice System.</li><li>• Reduce the number of prolific offenders from re-offending.</li></ul>	<ul style="list-style-type: none"><li>• Confirmed efficiencies.</li><li>• Overall spend v budget.</li><li>• Sickness data for all staff.</li><li>• BME recruitment, retention and progression for BME officers and staff to reflect the local community.</li></ul>

Key for activities: C for the Commissioner, F for the Force, P for Partners

#### Delivering good governance

**Principle 1:**  
Focusing on the purpose of the PCC and the Force, and on outcomes for the community, and creating and implementing a vision for the local area

**Principle 2:**  
Leaders, officers and partners working together to achieve a common purpose with clearly defined functions and roles.

**Principle 3:**  
Promoting values for the PCC and demonstrating the values of good governance through upholding high standards of conduct and behaviour

**Principle 4:**  
Taking informed and transparent decisions which are subject to effective scrutiny and managing risk.

**Principle 5:**  
Developing the capacity and capability of the PCC, officers of the PCC and the Force to be effective.

**Principle 6:**  
Engaging with local people and other stakeholders to ensure robust public accountability.

## Appendix 2: Standards

The Commissioner will be responsible for setting out the local arrangements to exercise duties to meet specific standards which will be incorporated into the core values and the performance management of the delivery of the Plan, they include:

**The Police Reform and Social Responsibility Act 2011** – amends the Police Act 1996 and specifies consultation for improving victim satisfaction, identifying and setting local policing priorities, producing the Police and Crime Plan and Annual Report, and setting the budget and precept for delivering quality policing in consultation with the Chief Constable.

**The Crime and Disorder Act 1998** – which requires Community Safety Partnerships (CSPs) to involve the community in drawing up and implementing strategy for reducing crime and disorder in their area.<sup>23</sup>

**The Children's Act 2004**<sup>24</sup> – places a duty on the Commissioner and the Chief Constable must make sure that they safeguarding and promote the welfare of children. This means that, while officers from the child abuse investigation unit (CAIU) have a critical role to play in child safeguarding, it is a core duty of all police officers and partners. The Commissioner is also committed to working in partnership to ensuring the safe guarding needs of adults are met and the vulnerable are protected.

**The Equality Act 2010**<sup>25</sup> places a legal duty on public authorities and the Commissioner to address unlawful discrimination, harassment and victimisation, promote equal opportunities and obtain views from the community and victims of crime on policing. By law, in carrying out all these functions, the Commissioner will also need to have due regard to:

- Advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it; and to
- Foster good relations between such groups.

**The Human Rights Act 1998**<sup>26</sup> gives everyone rights, which the Commissioner needs to ensure are protected. The Commissioner has a duty to oversee human rights compliance in the functions, activities and duties carried out by the police service and/or other partners that the Commissioner has commissioned services from or where arrangements for collaborative working have been set up. The responsibilities created by the Act also apply to the Commissioner's own functions.

**The Corporate Social Responsibility Strategy**<sup>27</sup> will be developed for the Commissioner that supports the Equality Act commitments to delivering fair and responsive policing services alongside a diverse working culture, together with building in the Governments 'Greening Government Policy', thus bringing environmental performance management into a framework with other existing plans, programmes and activities across the policing.

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<sup>23</sup> The Police and Commissioner are two of the responsible authorities along with Local Authorities to sit on Community Safety Partnerships (CSPs)

<sup>24</sup> Section 11 of the Children's Act 2004

<sup>25</sup> The Equality Act 2010

<sup>26</sup> The Human Rights Act 1998


<sup>27</sup> Public Sector Annual Reports: Sustainability Reporting



**Integrity and Professional Standards** in England and Wales, members of the public can make a complaint about the police directly to the police or to the Independent Police Complaints Commission (IPCC). The law requires all complaints to be considered by the 'appropriate authority', which is usually the relevant police force. The Commissioner will be the appropriate authority for complaints and conduct matters relating to the Chief Constable. The Commissioner will also publish a statement about their own policies and conduct.

**Value for Money** - the Commissioner is legally required to ensure that all activities commissioned, or directly provided by the police, are effective and deliver not only increased satisfaction and confidence in all communities but that they are equitable and deliver real financial savings to ensure that public money is being used in the most efficient and prudent manner.

## Appendix 3: Strategic Policing Requirement

STRATEGIC POLICING REQUIREMENT		
<p><b>What is the Strategic Policing Requirement (SPR)?</b>  The SPR is set out by the Home Office to identify issues of national importance for Police and Crime Commissioners and chief constables to consider. It sets out national threats and specific requirements of the police service.</p>		
National Threats	National Policing Requirement	
<p>Part A of the SPR sets out threats to national security, public safety, public order and public confidence. These are:</p> <ul style="list-style-type: none"> <li>• Terrorism</li> <li>• Civil emergencies categorised as a Tier One risk in the National Security Assessment</li> <li>• Organised crime</li> <li>• Threats to public order and safety</li> <li>• A large-scale cyber incident such as an attack on a financial institution</li> </ul> 	<p><b>Capacity and Contribution</b></p> <p>The appropriate capacity to contribute to the CONTEST strategy including:</p> <ul style="list-style-type: none"> <li>• Identifying, disrupting and investigating terrorist activity and prosecuting suspects.</li> <li>• Identifying and diverting those vulnerable to radicalism.</li> <li>• Protecting the UK border and critical infrastructure.</li> <li>• Leading the response after a terrorist attack.</li> </ul> <p>The appropriate capacity to contribute to the organised crime strategy including:</p> <ul style="list-style-type: none"> <li>• Preventing people being drawn into organised crime.</li> <li>• Strengthening enforcement.</li> <li>• Raising awareness within the private and civil sectors.</li> </ul> <p>The appropriate capacity to respond to a spontaneous or planned event that requires a mobilised response to keep the peace, protect people and property.</p> <p>The appropriate capacity to respond to civil emergencies as set out in the National Resilience Planning Assumptions and defined by the Civil Contingencies Act 2004.</p> <p>The capacity to respond to a major cyber-crime incident.</p>	<p><b>Capability</b></p> <ul style="list-style-type: none"> <li>• Ability to identify and understand threats, risks and harms and ensure appropriate responses</li> <li>• Ability to gather, assess and report intelligence</li> <li>• Ability to conduct complex investigations</li> <li>• Ability to respond to critical incidents, emergencies and other high impact threats</li> <li>• Ability to provide trained and competent command and control of major operations</li> <li>• Ability to protect covert tactics, witnesses and resources</li> <li>• Ability to provide armed support</li> </ul> <p><b>Connectivity</b></p> <ul style="list-style-type: none"> <li>• Operate with due regard to the role of the Security Service</li> <li>• Co-operate with the national tasking and coordinating function of the National Crime Agency</li> <li>• Enable cross-boundary mobilisation in response to incidents of large-scale public disorder</li> <li>• Be able to inter-operate with other Category 1 responders</li> </ul> <p><b>Consistency</b></p> <ul style="list-style-type: none"> <li>• Public order</li> <li>• Police use of firearms</li> <li>• Surveillance</li> <li>• Technical surveillance</li> <li>• Response to Chemical, Biological, Radioactive and Nuclear incidents</li> </ul>

## Appendix 4: Partnership Working

In delivering against the priorities the Commissioner will collaborate and work in partnership with a range of organisations locally, regionally and nationally. Currently, there are many services already delivered in partnership with local authorities, community safety, criminal justice agencies, voluntary, third sector, business and community groups.

### **Nottinghamshire Criminal Justice Board, (NCJB)**

This is the Local Criminal Justice Board (LCJB) for both Nottinghamshire and Nottingham City. The purpose is to work in partnership across agencies to improve the efficiency and effectiveness of the Criminal Justice System and to improve the experience of victims of and witnesses of crime.

### **The Safer Nottinghamshire Board (SNB)**

This is a countywide strategic group that is required under the Crime and Disorder Regulations 2007 to ensure the delivery of shared priorities and a Community Safety Agreement. It supports local Community Safety Partnerships (CSPs) and aims to bring together agencies and communities to tackle crime and anti-social behaviour in local areas.

### **Community Safety Partnerships (CSPs)**

These were set up as statutory bodies under sections of the Crime and Disorder Act 1998. The premise was that as causes of crime and anti-social behaviour were complex, no single agency held the key to reducing crime and its impact on society. CSPs therefore were aimed to bring representatives from locally based statutory and voluntary organisations together to tackle crime and anti-social behaviour in the local community.

### **The Nottingham Crime and Drugs Partnership<sup>28</sup> (CDP)**

The Nottingham Crime and Drugs Partnership<sup>29</sup> structure represents the formal merger of the City's CSP with its Drug and Alcohol Action Team (DAAT). The Partnership Team undertakes Needs Assessments and commissions services to treat substance misuse, a key driver of crime. Built on the understanding of the critical role of substance misuse in driving offending, the Team delivers a best practice model commissioning service informed by a comprehensive evidence base to ensure drug treatment services are in place in Nottingham City and Nottingham Prison. The Team works closely with providers and the third sector to ensure that the outcome of delivering sustainable recovery is achieved.

### **Health and Wellbeing Boards**

These were established by The Health and Social Care Act 2012, as a forum for key leaders from the health and care system to work together to improve the health and wellbeing of their local population and reduce health inequalities. Nottinghamshire and Nottingham City both have their own boards. Board members collaborate to understand their local community's needs, agree priorities and encourage commissioners to work in a more joined up way. These are:

- Nottinghamshire Health and Wellbeing Board.
- Nottingham City Health and Wellbeing Board.

### **Nottinghamshire Safeguarding Children Board (NSCB)**

This was established by the Children Act 2004 and covers Nottinghamshire County, excluding the City of Nottingham. The Board is the key statutory mechanism for agreeing how relevant organisations co-operate to safeguard and promote the welfare of children and

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<sup>28</sup> The Nottingham CDP

<sup>29</sup> The Nottingham CDP

ensure the effectiveness of what they do. It also provides inter-agency training for colleagues working with children, young people, adults and families.

#### **Nottinghamshire Safeguarding Adults Board (NSAB)**

This was set up in 2008 to work together to help vulnerable adults who may have been abused and also to help stop vulnerable adults being abused. The Board is the 'strategic lead' for safeguarding in Nottinghamshire for policy, procedure and guidance, training, commissioning Serious Case Reviews to look at where things have gone wrong, and produce an Annual Report to keep everyone informed on how they are performing.

In addition to the main partners, the Board also works with a wide number of agencies as part of the NSAB Partnership who are involved in safeguarding adults in Nottinghamshire.

#### **Nottingham City Safeguarding Children Board (NCSCB)**

This is the forum for agreeing how services, agencies, organisations and the community safeguard children and improve their well being. The Mission Statement being: "We will ensure that safeguarding practice, strategic planning and commissioning across all partner agencies continuously improves as a result of NCSCB activity, with the aim of improving outcomes for children, young people and families." The NCSCB is a multi-agency Strategic Partnership with an Advisory Board.

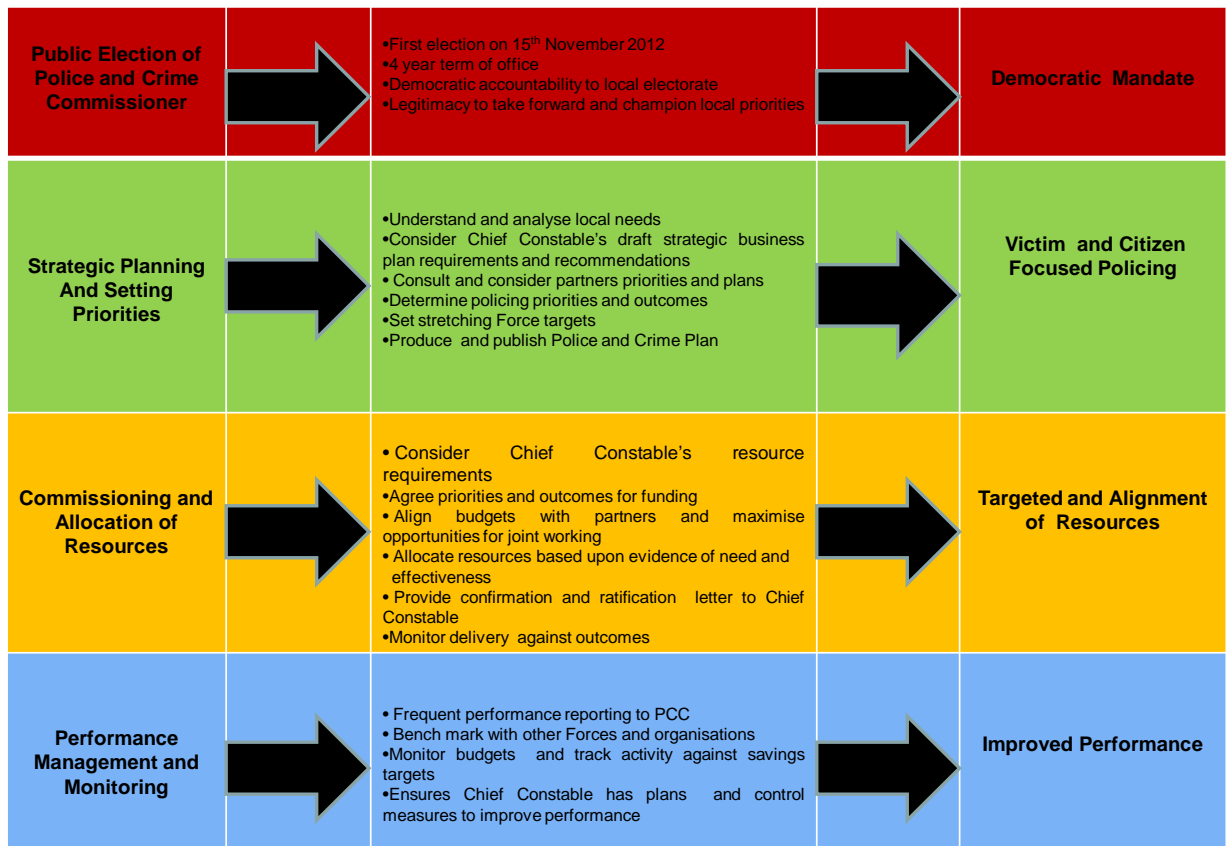
#### **Nottingham City Adult Safeguarding Partnership Board (NCASPB)**

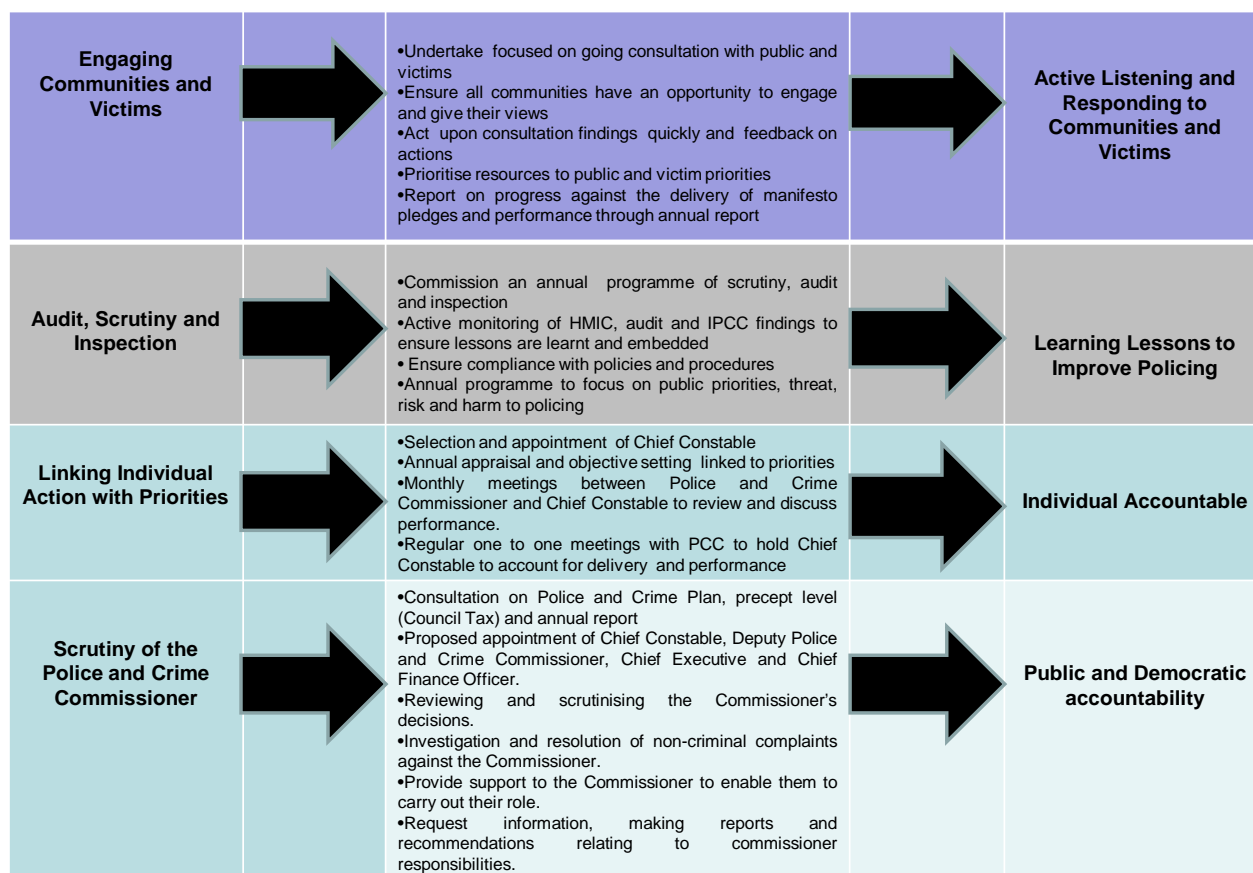
This Board leads the development of Safeguarding work at a local level. A strong partnership, with an agreed policy and strategy will underpin multi agency working.

## Appendix 5: Accountability

### POLICING ACCOUNTABILITY

The Police Are The Public And The Public Are The Police





## Glossary

APAC	Ashfield Partnership Against Crime
APAC	Ashfield Partnership Against Crime
ASB	Anti Social Behaviour
BCS	British Crime Survey
BME	Black and Minority Ethnic
CAIU	Child Abuse Investigation Unit
CDP	Crime and Drugs Partnership
CJJI	Criminal Justice Joint Inspection
CJJI	Criminal Justice Joint Inspection
CJJI	Criminal Justice Joint Inspection
CJS	Criminal Justice System
CJS	Criminal Justice System
CJS	Criminal Justice System
CPS	Crown Prosecution Service
CSEW	Crime Survey for England and Wales
CSP	Community Safety Partnership
CSR	Comprehensive Spending Review
CSR	Comprehensive Spending Review
CT	Counter Terrorism
DIP	Drug Intervention Programme
DV	Domestic Violence
EMCTIU	The East Midlands Counter Terrorism Intelligence Unit
EMPCP	East Midlands Police Collaboration Programme
EMRART	East Midlands Region Asset Recovery Team
EMSOU	East Midlands Special Operations Unit
EMSOU MC	East Midlands Special Operations Unit - Major Crime
EMSOU SOC	East Midlands Special Operations Unit - Serious Organised Crime
FTE	Full Time Equivalent
HC	Hate Crime
HMIC	Her Majesty's Inspectorate of Constabulary
HMIC	Her Majesty's Inspectorate of Constabulary
HMSO	Her Majesty's Stationary Office
ICT	Information Communications Technology
IMD	The Index of Multiple Deprivation
IOM	Integrated Offender Management
IPCC	Independent Police Complaints Commission
JSNA	Joint Strategic Needs Assessment
JSNA	Joint Strategic Needs Assessment
JSNA	Joint Strategic Needs Assessment
LCJB	Local Criminal Justice Board
LCJB	Local Criminal Justice Board
LCJB	Local Criminal Justice Board
LSP	Local Strategic Partnership
MARAC	Multi Agency Risk Assessment Conference
MASH	Multi Agency Safeguarding Hub
MCU	Major Crime Unit
MoJ	Ministry of Justice
MPAC	Mansfield Partnership Against Crime
MPAC	Mansfield Partnership Against Crime
MTFP	Medium Term Financial Plan
NCA	National Crime Agency
NCC	Nottinghamshire County Council
NCDP	Nottingham Crime and Drugs Partnership
NCDP	Nottingham Crime and Drugs Partnership
NCJB	Nottinghamshire Criminal Justice Board
NLCJB	Nottinghamshire Local Criminal Justice Board
NLCJB	Nottinghamshire Local Criminal Justice Board
NPT	Neighbourhood Policing Team
NPT	Neighbourhood Policing Team
NTE	Night Time Economy
OCG	Organised Crime Group
PCC	Police and Crime Commissioner
PCSO	Police Community Support Officer

## Contacts

By phone: 0115 9670999

 0115 9670999 Ext. 8012005

Non emergency dial 101

By email:

 [nopcc@nottinghamshire.pnn.police.uk](mailto:nopcc@nottinghamshire.pnn.police.uk)

 0115 8445081

You can find further information about the Commissioners work and intended plans online at:  
<http://www.nottinghamshire.pcc.police.uk/Home.aspx>