



Nottinghamshire Police and Crime Commissioner's

Third Annual Report

2014 – 2015

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Message from the Commissioner

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

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

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

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

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

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

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

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

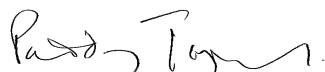
Long overdue advances in mental health issues will see people detained under the Mental Health Act no longer held in custody but found an appropriate place of care. In Nottinghamshire we had publicly committed with our partners to find an alternative solution to the use of police cells for children and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

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

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

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

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



Paddy Tipping

**Nottinghamshire Police and Crime
Commissioner**



Chris Cutland

**Nottinghamshire Deputy Police and
Crime Commissioner**

Introduction

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

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

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

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

The Police and Crime Plan is built on:

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

Vision

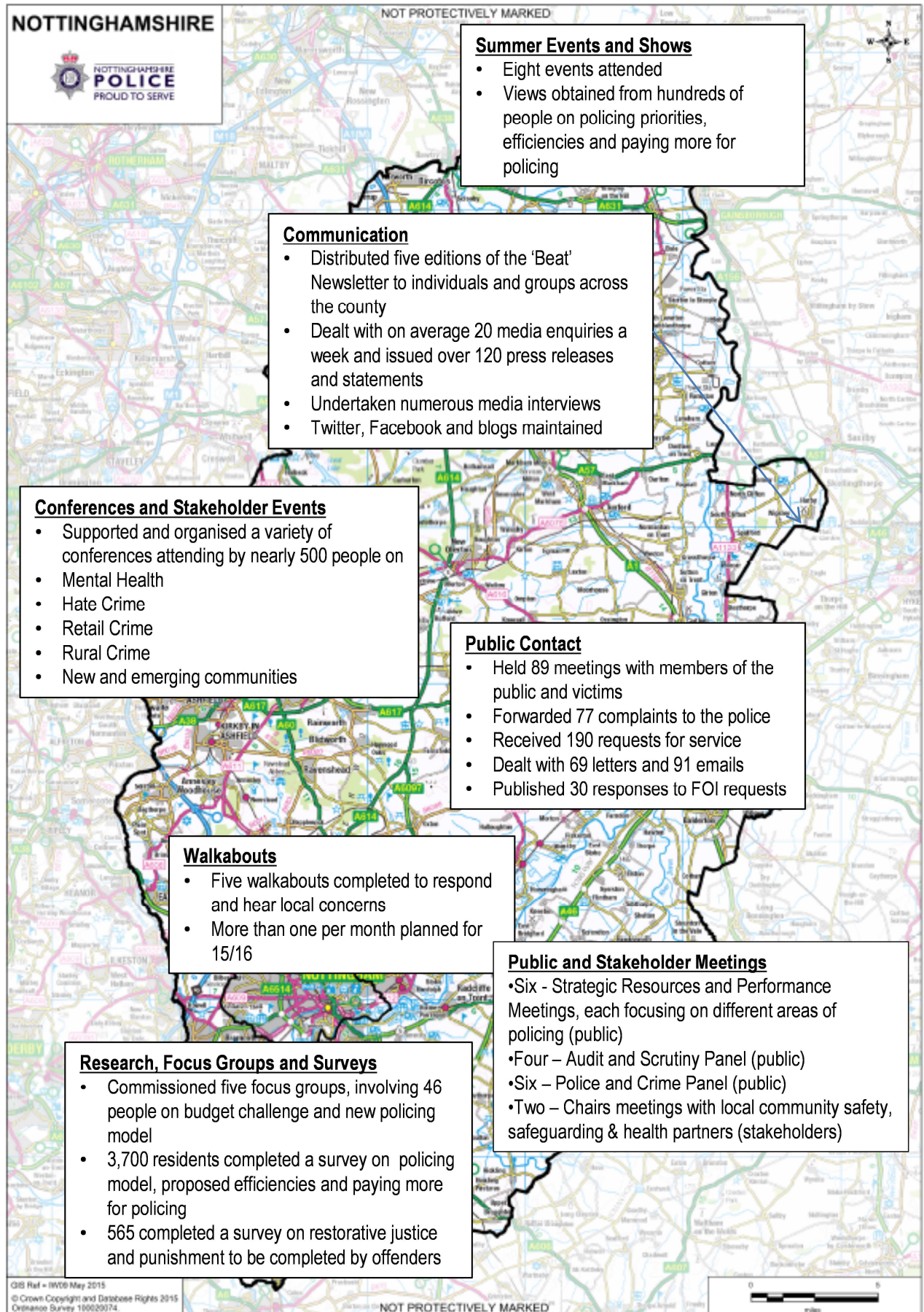
The Commissioner's vision is to be the 'People's Commissioner,' making himself available to individuals, victims of crime and communities and listening to their concerns. He has undertaken extensive consultation, giving his Police and Crime Plan a clear direction and path of action over the next three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

Consultation and Engagement

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

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

Commissioner's Consultation and Engagement Map



Pledges

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

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

Police and Crime Panel

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

The Seven Strategic Themes

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

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

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

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

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

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

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

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

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

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

Performance

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

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

² Satisfaction for incidents in the 12 months to January 2015

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

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

Progress

Domestic Abuse

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

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

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

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

The Joint Commissioning Group

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

Victims Services

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

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

Vulnerable People

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

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

Performance

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

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

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

Progress

Prosecution Team Performance Management

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

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

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

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

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

Transforming Summary Justice (TSJ)

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

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

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

Performance

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

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

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

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

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

Progress

Funding

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

Targeted Areas

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

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

New Powers

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

Tackling alcohol

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

Restorative Justice (RJ)

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

Safer Travel

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

Rural Crime

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

Neighbourhood Watch

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

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

Performance

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

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

Progress

Alcohol Strategy and Action Plan

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

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

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

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

Drugs

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

Crime Reduction Initiative (CRI)

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

Theme 5: Reduce the threat from organised crime

Performance

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

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

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

Progress

Understanding Risks and Challenges

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

ANPR (Automatic Number-Plate Recognition)

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

Impact of Migration

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

Ending Gang Youth Violence Programme

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

Theme 6: Prevention, early intervention and reduction in reoffending

Performance

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

Progress

Funding

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

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

Preventative Work

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

Integrated Offender Management

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

Troubled Families

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

Retail Crime and Electronic GPS Tags

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

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

Theme 7: Spending your money wisely

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

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

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

Performance

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

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

Progress

Funding Formulae

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

Budget Reductions

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

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

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

Small Grants

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

Commissioner's Office Costs

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

Collaboration

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

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

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

Innovation bids awarded to the Commissioner

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

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

Staffing Levels

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

Decision Making and Value for Money

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

Efficiency Savings

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

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

Delivering the Future

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

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

BME Representation

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

Custody Visiting Scheme

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

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

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

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

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

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

Performance

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

Progress

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

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

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

Animal Welfare Lay Visiting Scheme

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

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

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

Police Dog Pension Scheme

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

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

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

Performance

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

Progress

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

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

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

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

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

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

Performance

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

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

Progress

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

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

Police Station Visits:

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

Nottinghamshire Police Website:

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

101 Recorded Calls

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

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

Cost Comparison Office of the Police and Crime Commissioner

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

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

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

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

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

Summary Revenue Expenditure (2015-16)

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

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

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

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

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

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

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

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

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

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

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

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

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

HMIC Validation and Audit

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

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

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

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

RSM Tenon (Now Baker Tilley):

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

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

²¹ See HMIC Web Site:

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

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

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

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

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

Completed HMIC Inspections:

A summary of HMIC inspections are shown below:

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

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

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

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

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



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

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



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

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

APPENDIX C – PARTNERSHIP LOCALITY PROGRAMME

Partnership Locality Working Programme

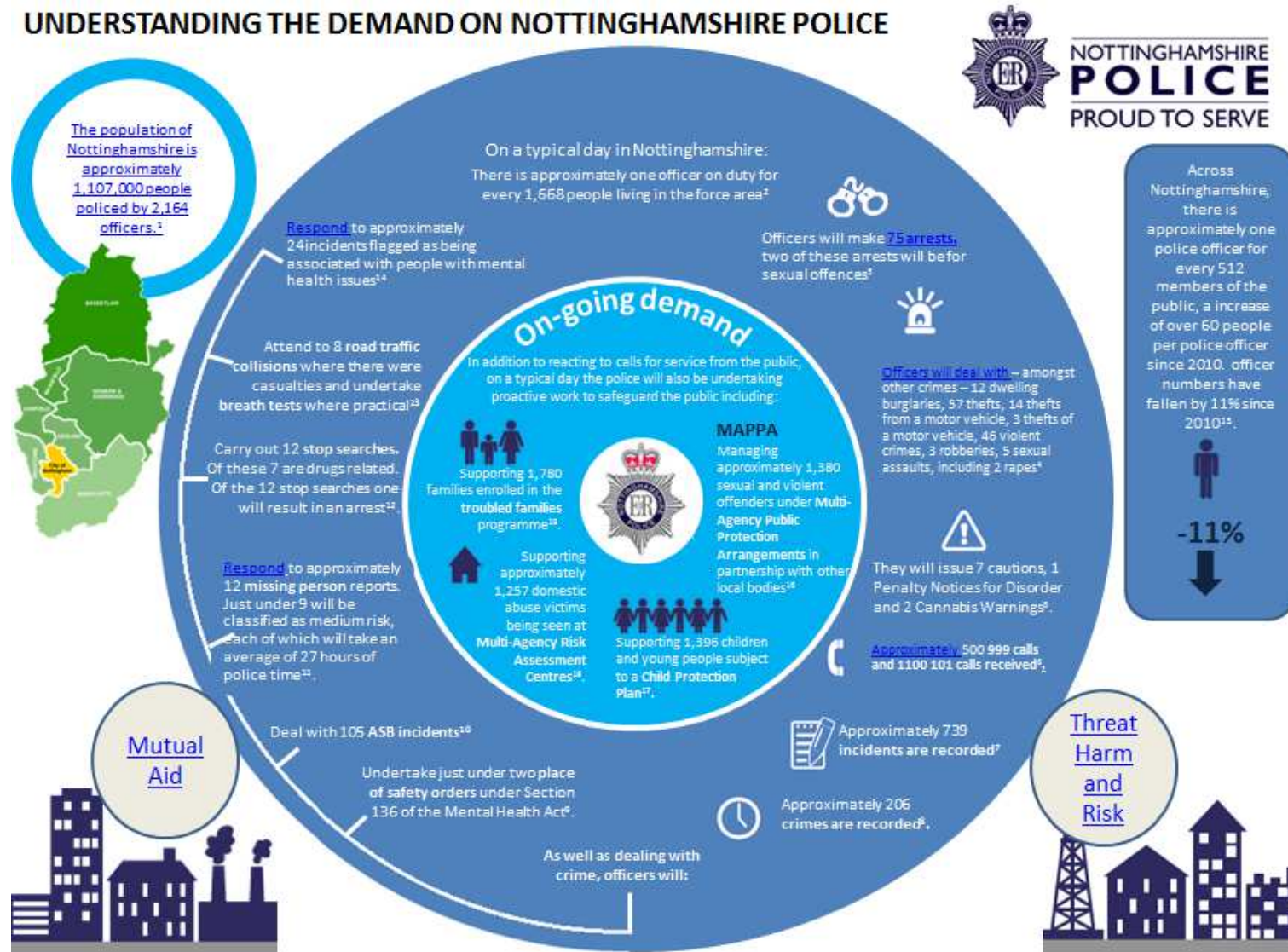



Vision: Winning together – by better working together to improve the safety, health and confidence of individuals in our communities

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

APPENDIX D – DEMAND FOR SERVICE

UNDERSTANDING THE DEMAND ON NOTTINGHAMSHIRE POLICE



APPENDIX E – 2015-16 BUDGET (£m)

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