



The word cloud visualizes the 2016/17 Nottinghamshire Crime Survey data. The words are arranged in a circular pattern, with the size of each word representing its frequency. The most prominent words are 'Safer Nottingham', 'Victims', 'Citizens', 'Safer communities', 'Vulnerable People', 'Domestic violence', 'Quality', 'Voice', 'Improved trust and confidence', 'Anti-social behaviour', 'Value for Money', 'Criminal Justice', 'Gang and youth violence', 'Burglary', 'Vehicle crime', 'Hate Crime', 'Transparency', 'Inclusive', 'Safer Nottinghamshire', 'Safer Nottingham', 'Victims', 'Citizens', 'Safer communities', 'Vulnerable People', 'Domestic violence', 'Quality', 'Voice', 'Improved trust and confidence', 'Anti-social behaviour', 'Value for Money', 'Criminal Justice', 'Gang and youth violence', 'Burglary', 'Vehicle crime', 'Hate Crime', 'Transparency', 'Inclusive', 'Safer Nottinghamshire'.

# Foreword



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



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



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

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

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

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

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

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# Introduction



Draft Police and Crime Plan

2013-2018

Word cloud content including: Safer Nottingham, Reduced crime, Voice, Domestic violence, Quality, Improved trust and confidence, Anti-social behaviour, Safer Nottinghamshire, Victims, Fairer treatment, Safer communities, Transparency, Inclusive, Safer Nottingham, Reduced crime, Voice, Domestic violence, Quality, Improved trust and confidence, Anti-social behaviour, Safer Nottinghamshire, Victims, Fairer treatment, Safer communities, Transparency, Inclusive, Safer Nottingham, Reduced crime, Voice, Domestic violence, Quality, Improved trust and confidence, Anti-social behaviour, Safer Nottinghamshire, Victims, Fairer treatment, Safer communities, Transparency, Inclusive.

## What is this document for?

The aim of this Summary is to provide an overview of the draft Police and Crime Plan 2013-2018. The Draft Plan has been produced based on the Nottingham and Nottinghamshire Joint Partnership Strategic Assessment.

The Commissioner is required to:

- To produce a five-year Police and Crime Plan as soon as practicable upon taking office, which will be monitored throughout the year and refreshed with actions to be delivered annually.
- Consult with the Chief Constable in preparing the Plan.
- Provide the Police and Crime Panel with the Plan prior to publication. The Panel has no veto power but must make a report &/or recommendations about the Plan to the Commissioner.
- Must have regard to the Panel's report &/or recommendations of the Panel.
- The Commissioner must keep the Plan under review.

This version is specifically designed to further enhance consultation and engagement before the finalising of the Plan for publication by the 31 March. It will be used together with other products such as formal consultations, focus groups and surveys to provide the evidence base for the priorities for policing and crime for the final Plan.

# Approach & Principles



## Approach

The development and preparation of the Plan has been based on:

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

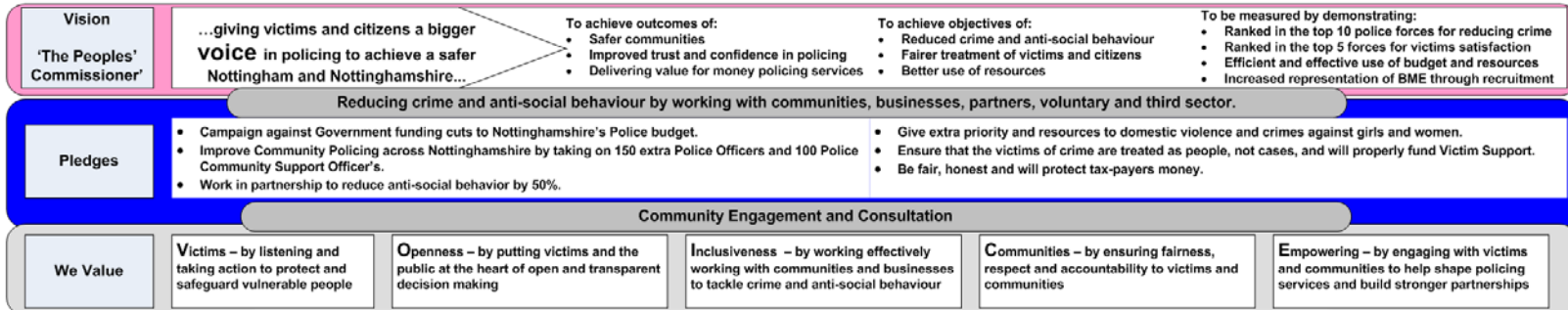
## Principles

- Victims being at the heart of decision making.
- Smart commissioning.
- Local delivery.
- Transparency and engagement.
- Outcomes focused.
- Working in partnership.

# Strategic Framework

## Building Social Capital

### Police and Crime Plan 2013-2018



### Strategic Themes and Key activities for the Delivery Plan

Protect, support and respond to victims, witnesses and vulnerable people	Improve the efficiency, accessibility and effectiveness of the criminal justice process	Focus on those local areas that are most affected by crime and anti-social behaviour	Reduce the impact of drugs and alcohol on levels of crime and anti-social behaviour	Reduce the threat from organised crime	Prevention, early intervention and reduction in re-offending	Spending your money wisely
C Develop a 'Victims Strategy' and Commissioning Framework based upon evidence of need. C Work with 'Victim Support' to secure funding for Anti-Social Behaviour Case Workers. C Improve support to young victims of crime. C Through better understanding, protect and reduce violence to young women and girls in gangs. C Protect, support and respond to repeat victims of domestic abuse, especially high and medium risk. C Protect and support victims of sexual violence. C Improve BME experience of policing through better engagement and being more responsive to needs. F Working in partnership with other organisations to focus on hate crime. F Ensure Stop and Search transparency and proportionality. F Ensure the police workforce continues to respect and represents the communities it serves. P Promote and develop opportunities for local communities, individuals and businesses to work together to reduce crime. P Improve witnesses and victims experience and participation levels in the Criminal Justice system by removing barriers.	C The Commissioner will work with Criminal Justice Partners to agree ways in which the Criminal Justice System can be more accessible to all communities. C Monitor the effectiveness of the Youth Justice and Criminal Justice System, including timeliness and compliance with national standards on sentencing decisions. F Improve the timeliness and quality of case files. F Digitalise the way case files are produced and transferred. P Improve the effectiveness and support of victims and witnesses going through the Criminal Justice System. P Ensure that all agencies deal fairly with offenders from all backgrounds. P Promote and align community payback with local neighbourhood priorities to improve the local environment. P Develop opportunities to involve victims of anti-social behaviour and crime in neighbourhood justice. P Providing public information on the sentencing and names of offenders.	C Combat crime and create safe public open spaces, such as the Forest Recreation in the City. C Explore the benefits and evidence for creating safer school routes. C Improve public transport safety and introduce with partners a safer Cab Scheme. C Continue to support partnership working on high impact neighbourhoods across the City and the County. C Work with partners to protect local natural environments from issues of trespass and damage and reduce rural crime of theft and improve cross border working. F Zero tolerance to violence. F Work with partners to achieve a safe and secure night time economy for the City and other towns. F Work with social landlords, private landlords and other partners in combating anti-social behaviour. F Reduce crime by designing out opportunities in residential, business and commercial developments. F Improve the continuity of police officers to achieve sustainable workforce planning for neighbourhood policing and other specialist policing services.	C Better alignment of partnership budgets to reduce alcohol and drug misuse. C Work to ensure that alcohol is a strategic and resource priority for all partners. C Work with local authorities to create safer night time economy. F Continue to provide drug testing, assessment and wrap around support for drug misusing offenders. P Improve drug and alcohol treatment and assessment in custody, prisons and the community. P Increase the use of Civil and Criminal Enforcement remedies to manage the impact of excessive drinking. P Develop interventions to prevent and tackle 'illegal highs' to address the impact on violent crime. P Ensure the robust enforcement of licensing conditions of pubs and clubs causing the most concerns. P Consider and explore the benefits of family drug and alcohol courts.	C Work in partnership to manage the national threat assessment and meet the Strategic Policing Requirement (cyber crime, terrorism, public order, and civil emergencies). C Encourage greater regional collaboration between Forces for crime, criminal justice and operational support. C Support the Ending Gang Partnership programme and enhance community involvement. C Promote activities to build active communities to improve relationships and community cohesion. F Co-operate and share information across force boundaries to manage risks and threats. F Pursue criminals through the courts to confiscate and seize assets to ensure no one profits from crime. F Ensure neighbourhoods are free from organised crime. F Proactively investigate and manage individuals involved in the sexual exploitation of women and children. F Deter and prevent the use of the roads by criminals through ANPR and reduce the number of people who are seriously injured or killed on the roads.	C Work in partnership to address the mental health needs of offenders and the impact of substance misuse and alcohol. C Provide positive activities for young people at most risk of getting involved in offending and anti-social behaviour. F Reduce re-offending and deter the number of persistent and problematic offenders through robust offender management (statutory and non-statutory), in addition to proactively managing dangerous offenders, perpetrators of domestic abuse and individuals involved in shoplifting. P Actively manage through MAPPA dangerous sex and violent offenders to reduce the threat to communities. P Expand the use of restorative justice by partners and roll out the new conditional Youth Cautions Scheme. P Intervene early and provide support to complex and priority troubled families. P Devote resources through co-location and shared services such as: AURORA, Targeted Youth Support, MASH, Local anti-social behaviour and Offender Management Teams.	C Create a partnership fund and provide resources to local communities to help resolve local problems and concerns. C Build resource allocation for policing from zero based budgets to improve value for money. C Achieve greater financial savings from existing regional collaboration. C Review the policing estate and custody arrangements in Workson and the north of the County. C Build sustainability into policing and reduce the carbon footprint and improve energy management. C Recruit more volunteers, including cadets, Parish Constables, Specials, Neighbourhood Watch and 'Mystery Shoppers' to support of the work of the Commissioner. F Invest in police leadership and the development of sergeants and inspectors. F Improve the recruitment, retention and progression for BME and other officers and staff to reflect the local community. F Improve attendance by reducing sickness and stress related absence of police officers and police staff. F Redesign the Police workforce and expand the use of civilian investigators.

### Balanced Scorecard / MTFP (Savings Programme)

<ul style="list-style-type: none"> <li>• Satisfaction of victims with the service they have received.</li> <li>• Percentage of people who agree that the Police and Council are dealing with local anti-social behaviour and other crime issues.</li> <li>• Reduce the number of repeat victims of domestic violence, anti-social behaviour and hate crime.</li> </ul>	<ul style="list-style-type: none"> <li>• Improve file quality and timeliness.</li> <li>• Improve the effectiveness of trials.</li> </ul>	<ul style="list-style-type: none"> <li>• Reduction in All Crime across the Force.</li> <li>• A 50 per cent reduction in anti-social behaviour incidents across the Force.</li> <li>• Increase in positive outcomes of recorded offences.</li> </ul>	<ul style="list-style-type: none"> <li>• Reduction in theft and violence where substance misuse is a contributing factor.</li> <li>• Successful treatment outcomes for IOM (Integrated Offender Management) offenders.</li> </ul>	<ul style="list-style-type: none"> <li>• Reduction of Killed or Seriously Injured (KSIs) on Nottinghamshire's roads.</li> <li>• Increase in the number of Proceeds of Crime Act (POCA) confiscation and forfeiture orders.</li> <li>• Reduce the Force threat, harm and risk assessment.</li> </ul>	<ul style="list-style-type: none"> <li>• A continued reduction in First Time Entrants (FTEs) into the Youth Justice System.</li> <li>• Reduce the number of prolific offenders from re-offending.</li> </ul>	<ul style="list-style-type: none"> <li>• Confirmed efficiencies.</li> <li>• Overall spend v budget.</li> <li>• Sickness data for all staff.</li> <li>• BME recruitment, retention and progression for BME officers and staff to reflect the local community.</li> </ul>
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Key for activities: C for the Commissioner, F for the Force, P for Partners

### Delivering good governance

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

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

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

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

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

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



# Vision & Pledges



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

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

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

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

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

# Core Values



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

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

The core values underpin our approach and we are developing a framework that describes the behaviours and standards which include:

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



# Outcomes, objectives & measures



To achieve **outcomes** of:

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

To achieve **objectives** of:

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

To be **measured** by demonstrating being:

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

# Strategic Priority Themes



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

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

# Strategic Priority 1

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

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

## Key Performance Measures:

- Satisfaction of victims with the service they have received.
- Percentage of people who agree that the Police and Council are dealing with local anti-social behaviour and other crime issues.
- Reduce the number of repeat victims of domestic violence, anti-social behaviour and hate crime.

# Strategic Priority 2

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

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

## **Key Performance Measures:**

- Improve file quality and timeliness.
- Improve the effectiveness of trials.

# Strategic Priority 3

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

- Combat crime and create safe public open spaces, such as the Forest Recreation in the City.
- Explore the benefits and evidence for creating safer school routes.
- Improve public transport safety and introduce with partners a safer Cab Scheme.
- Continue to support partnership working on high impact neighbourhoods across the City and partnership priority areas across the County.
- Work with partners to protect local natural environments from issues of trespass and damage and reduce rural crime of theft and improve cross border working.
- Zero tolerance to violence.
- Work with partners to achieve a safe and secure night time economy for the City and other towns.
- Work with social landlords, private landlords and other partners in combating anti-social behaviour.
- Reduce crime by designing out opportunities in residential, business and commercial developments.
- Improve the continuity of police officers to achieve sustainable workforce planning for neighbourhood policing and other specialist policing services.

## **Key Performance Measures:**

- Reduction in All Crime across the Force.
- A 50 per cent reduction in anti-social behaviour incidents across the Force.
- Increase in positive outcomes of recorded offences.

# Strategic Priority 4

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

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

## **Key Performance Measures:**

- Reduction in theft and violence where substance misuse is a contributing factor.
- Successful treatment outcomes for IOM (Integrated Offender Management) offenders.

# Strategic Priority 5

## Reduce the threat from organised crime.

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

## Key Performance Measures:

- Reduction of Killed or Seriously Injured (KSIs) on Nottinghamshire's roads.
- Increase in the number of Proceeds of Crime Act (POCA) confiscation and forfeiture orders.
- Reduce the Force threat, harm and risk assessment.



# Strategic Priority 6

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

- Work in partnership to address the mental health needs of offenders and the impact of substance misuse and alcohol.
- Provide positive activities for young people at most risk of getting involved in offending and anti-social behaviour.
- Reduce re-offending and deter the number of persistent and problematic offenders through robust offender management (statutory and non-statutory), in addition to proactively managing dangerous offenders, perpetrators of domestic abuse and individuals involved in shoplifting.
- Actively manage through MAPPA dangerous sex and violent offenders to reduce the threat to communities.
- Expand the use of restorative justice by partners and roll out the new conditional Youth Caution Scheme.
- Intervene early and provide support to complex and priority troubled families.
- Save resources through co-location and shared services such as; AURORA, Targeted Youth Support, MASH, Local anti-social behaviour and Offender Management Teams.

## Key Performance Measures:

- A continued reduction in First Time Entrants (FTEs) into the Youth Justice System.
- Reduce the number of prolific offenders from re-offending.

# Strategic Priority 7

## Spending your money wisely.

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

## Key Performance Measures:

- Confirmed efficiencies.
- Overall spend v budget.
- Sickness data for all staff.
- BME recruitment, retention and progression for BME officers and staff to reflect the local community.

# Next Stages

- **Police and Crime Panel Meeting 15<sup>th</sup> January 2013**
  - present the Police and Crime Plan
- **Police and Crime Panel Meeting 6<sup>th</sup> February 2013**
  - present the Budget and Precept
- **Police and Crime Plan launch meetings:**
  - County 17<sup>th</sup> January at 6:30pm – Pleasley Landmark Centre, Mansfield
  - City – 24<sup>th</sup> January at 6:00pm – Nottinghamshire Deaf Society, Forest Road
- **Web based Survey – consultations until mid February**
- **Publish the Final Plan by 31<sup>st</sup> March 2013**