



Nottinghamshire

POLICE & CRIME COMMISSIONER

Nottinghamshire's Police and Crime Commissioner's

Second Annual Report

2013 – 2014

Final

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Message from the Commissioner

What a difference a year makes. With a full calendar year behind us, we're already well on the way to meeting many of the ambitious plans I set out in my Police and Crime Plan 12 months ago. We've continued to reorganise the way we work, we've pooled our scarce resources where possible and we've put our heads together to think 'collectively' and already we can confidently say that policing in Nottinghamshire has changed for the better – despite the serious financial challenges we've faced. How is this so? Because we are getting much better at listening to the public, we are responding to their priorities and needs and we are investing time and money into building stronger relationships with our communities in recognition that they are at the core of local policing.

While we have limited powers to reverse our funding situation, there has been no let-up in our determination to utilise our available assets in the best possible way for the public. It hasn't been an easy year but there have been some very exciting developments and decisions that will make life much easier for those who fall victim to crime, those who fear crime and those who need help and support to turn their back on crime.

I've travelled throughout the city and county this year with my Deputy, Chris Cutland, to canvass the views of the public and understand their priorities. These conversations and the formal surveys we've carried out have helped me to make key decisions that will change the way policing is delivered in the future in the way that residents want. I've recruited additional Police Officers and PCSOs to increase our visibility in communities and tackle low level crime and anti-social behaviour. I've also helped to release capital funds by using our buildings more effectively and supported further joint working schemes with partners and our regional colleagues to improve efficiency and achieve savings.

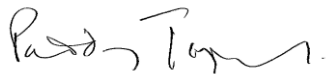
Careful spending and appropriate use of our resources has allowed us to deliver £3.6m¹ this year to local partnerships to improve community safety and victims' services. We've commissioned research into repeat domestic violence, victims and the relationship between police and BME communities. We've also established a fresh approach to tackling alcohol misuse through closer working across different organisations and are working hard to expand support services for victims of domestic violence.

Reducing crime is just a small part of my vision for Nottinghamshire and I've made no secret of my enthusiasm for strategies which are driven towards preventing crime in the first place, particularly where victims are concerned. Significant work is underway to help domestic abuse victims and those in the grip of alcohol addiction receive the support they need. In addition to this, I'm also working closely with the Chief Constable to see how early intervention could benefit the management of high volume offenders, rural and wildlife crime, anti-social behaviour, speeding and road safety and shoplifting.

¹ Including commissioned small grants

Noticeable progress has been made this year but I'm very much looking forward to the coming 12 months when we can really start to build on the foundations we've put in place. Victims will remain at the heart of everything we do and will come under increasing focus this year when the new Code of Practice is fully embedded which is designed to improve their experience of the justice system. We will also be taking over responsibility for commissioning local victims services later this year and one of the ways I'm preparing for this transition is to find out more from those who have experienced crime including survivors of domestic violence about the services we offer and how we can do things better.

The funding problems haven't disappeared and it will be equally tough this year to spread our ever-shrinking budget but we are setting off on the right foot with stronger support mechanisms in place for victims and offenders, improved signposting procedures to ensure those who need help get access to it and more advanced partnership working to make the best use of our resources and expertise. This will be strengthened by the unfaltering commitment of our Police Officers, Police Staff and Police Volunteers who have the practical job of keeping our streets safe and crime-free.



Paddy Tipping

**Nottinghamshire Police and Crime
Commissioner**



Chris Cutland

**Nottinghamshire Deputy Police and
Crime Commissioner**

Introduction

Since his election on the 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 commitments are now set out in his [Police and Crime Plan](#) 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 their consideration. He will be publishing his response to their comments and recommendations following their meeting in June 2014.

This report covers the whole of the financial year from April 2013 to March 2014, and highlights some of the key achievements made since signing the Oath as the first Police and Crime Commissioner for Nottinghamshire on November 20 2012. .

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 four years, reflecting on what the public has told us needs to happen to ensure their safety and reduce their fear of crime.

The Police and Crime Plan is built on:

- The Commissioner's election pledges
- 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 was clear throughout his election campaign: to be the 'People's Commissioner', making himself available to individuals, victims' of crime and communities and listen to their concerns. There was extensive consultation undertaken within his first weeks as Commissioner, which gave his Police and Crime Plan a clear direction and path of action over the next three years. The focus of everything we do will be on: *"...giving victims and citizens a bigger voice in policing to achieve a safer Nottingham and Nottinghamshire."*

Pledges

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

Progress

- 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 imposed further budget reductions.
- Nottinghamshire is disadvantaged by the present funding formula. However, this is currently under review by the Home Office and will not be completed until 2016-17; the Commissioner is heavily involved in the discussions around the new formulae and its implementation.
- The Commissioner has maintained the same level of funding (£3m) to local partnerships² to provide community safety and victims' services.
- He 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. The Commissioner now chairs both Boards to ensure that Nottinghamshire has a strong presence in the region.
- He has worked with other Police and Crime Commissioners across the region to discuss and 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.
- Currently the EMPCP is working on more than 40 projects as diverse as improving IT infrastructure and common systems, police legal services, training programmes, streamlining fraud and financial investigations and regionalising the management of HR data.
- As the People's Commissioner he has consulted and engaged with the community, stakeholders and the Police and Crime Panel regarding the development of the Police and Crime Plan and setting the Police budget and precept.

² £0.5m provided to local community safety groups in the third sector.

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

Progress

- The Commissioner has driven the recruitment of additional Police Officers who will be directed towards local policing. At 1st April 2013 there were 2,011 Police Officers and by the end of March 2014 there were 2,089 representing an increase of 78 actual officers. The Force now has a budgeted establishment for 2,109 officers and is currently undertaking a recruitment process. This will provide an increase of 20 additional officers from 78 to 98.
- He has also overseen a significant increase in the number of PCSOs. By 31st March 2014 there were 335 PCSOs representing an increase of 67 PCSOs since the Commissioner took office.
- The Commissioner has supported the development of the Police Cadet Scheme and on 31st March 2014 there were 69 Cadets.
- And has supported an increased focus on the recruitment of Special Constables. Special Constables are volunteers with full police officer powers.
- During the year a [Mystery Shopper](#) scheme involving 15 volunteers has been established and is now fully active. The findings of their recent activity is currently being analysed to see where improvements can be made.³

Work in partnership to reduce anti-social behaviour by 50%

Progress

- Provided funding to enable partners to work together to combat anti-social behaviour in priority neighbourhoods. The end of year figures for 2013-14 show a reduction in ASB of 38% since the 2011-12 baseline. To meet the target of 50%, a further 12% reduction is required over the next two years.
- Created/Allocated a Community Safety Partnership fund of £350,000 to support the work of community-based projects aimed at tackling anti-social behaviour, alcohol and supporting victims and vulnerable people.
- The Commissioner hosted an Alcohol Conference with national experts before developing a county-wide Alcohol Strategy and associated Action Plan currently being delivered by Police and partners.
- A Restorative Justice (RJ) Summit was arranged with key partners to ensure victims' needs are at the centre of the RJ process and to identify

³ Findings from the initial activity and reviews regarding the 101 service and Police Station Front Counters can be found on page 21 of this Annual Report.

how this approach can be expanded. Work is currently underway to formulate a Partnership Strategy and to set clear standards for delivery of restorative practice to ensure that victims' experiences of the RJ process are consistent and positive

- The new Anti-social Behaviour Crime and Policing Act (2014) which has been introduced by the Government, was directly influenced by experiences of anti-social behaviour and policing in Nottinghamshire. Work is now underway to ensure its effective implementation cross all involved parties.
- The new legislation reflects on Nottingham's unique Community Protection partnership. It illustrates how Nottinghamshire is at the forefront of crime and disorder management with the help of a suite of tools and powers designed by front-line professionals.
- The Commissioner has supported the Crime and Drugs Partnership in the delivery of the 'Respect Nottingham' Annual Survey of perceptions of crime and anti-social behaviour. The findings show that perceptions of anti-social behaviour continue to improve and the overall level of anti-social behaviour is at an all-time low with 7% of people across Nottingham highlighting anti-social behaviour as a problem in their area. Similarly, almost all individual types of anti-social behaviour (litter, dog fouling etc) are all seeing continued reductions with the exception of begging in the city centre which saw a significant increase over the last 12 months.

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

Progress

- The Commissioner has commissioned various projects to develop a multi-agency process of identification of girls affected by gangs, identifying risk and developing pathways to enable appropriate support and also to offer early intervention support to girls affected by gangs. The 'Girls affected by Gangs' report was completed at the end of April 2014. A trial Multi-Agency Risk Assessment Conference (MARAC) process has been piloted and the recommendations made from this will be included in the report and considered by the Girls and Gangs Working Group.
- The former Police Authority's Domestic Violence Scrutiny Group/Panel identified Medium Risk repeat survivors as a priority. The Deputy Commissioner continues to monitor and evaluate the Scrutiny Committee's recommendations and the subsequent follow-up Internal Audit by RSM Tenon (now Baker Tilley).
- Specialist Domestic Violence services have been commissioned with £130,000 per annum allocated for Domestic Violence Medium Risk Intervention Workers (One in the City and two in the County, provided by Women's Aid Integrated Services (WAIS) and Nottinghamshire Women's Aid Ltd (NWAL)) and through Community Safety Partnership.

- The Commissioner has worked closely with both Nottingham Citizens and the Force to improve Safer School Routes.
- The successful pilot of the Domestic Violence Disclosure Scheme- known as Clare's Law - in Nottinghamshire led to the national roll-out of the scheme as part of the continued focus on the need to improve the support and services available to victims of Domestic Abuse.
- The Deputy Commissioner leading a review of Domestic Violence Commissioned Services in the County, which will be followed by a programme of improvement. This is supported by academic research to improve services for repeat victims of Medium Risk domestic abuse. The County review will be completed by July 2014, with a multi-agency conference taking place in May 2014.
- The Deputy Commissioner has also led the work by a group of specialist domestic violence providers who were asked to monitor best practice in the delivery of services to young people experiencing or witnessing partner abuse in their homes. The age groups include 16-18 year olds and younger children.

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

Progress

- The Commissioner commissioned an independent Black and Minority Ethnic (BME) project the report of which made 30 recommendations. These are currently being progressed.
- Established a Task and Finish Group to ensure that the new Code of Practice for Victims of Crime, which came into force in December 2013, will be implemented. The implementation will be overseen by a task and finish group of the Victims and Witnesses Sub-Group of the Local Criminal Justice Board, chaired by the Deputy Police and Crime Commissioner..
- The Commissioner has also commissioned independent research into what victims, and the people who work with them, think future victims' support services should look like. Findings have been identified which are shaping a new Victims' Strategy to be consulted on in early summer 2014. The strategy will set out the Commissioner's vision for locally based victim centred services to support victims to cope and recover from the effects of crime.
- He has agreed a transitional delivery model with Victim Support and MoJ to ensure a smooth transfer from national to local commissioning of victims' services during 2014-5.
- The Commissioner has also agreed funding to Victim Support to invest in additional support for ASB victims during 2014-5.

- Restorative justice and community resolution are important processes for repairing the harm to victims and the community. The Commissioner is committed to expanding the use of restorative justice, where appropriate, A Restorative Justice Summit was held, sponsoring a National Restorative Justice Conference on 3rd December 2013 in Nottingham.
- Independent consultants have been commissioned to map restorative practice, analyse demand, and develop a restorative practice strategy and delivery model. This work will involve consulting with the public and victims on possible sanctions and a menu of options to be offered to the offender as part of the community resolution or conditional caution.
- The Commissioner has funded a film of a restorative justice involving local people. The film will be available in the summer of 2014.
- The police have a central role in protecting children, preventing and investigating crime through the Public Protection Unit. There will be ongoing focus on protecting and promoting the welfare of children in custody at all stages of the process, together with working with partners to improve processes for effectively dealing with patients under Section 136 of the Mental Health Act 2007. A conference on 'mental health and criminalisation system' is planned for the summer of 2014.
- There will be continuing focus on young victims and witnesses, safeguarding children and vulnerable adults. The police hold important information about children who may be suffering, or likely to suffer significant harm, as well as those who cause this harm, which they should share with other organisations to protect children.
- The Commissioner has provided funding to support Crime Stoppers and Neighbourhood Watch to support their important work.
- The Commissioner has worked together with local authority partners to invest in community safety work to address hate crime and support the victims of hate crime, focussing on homophobia awareness training, ambassadors for the Gypsy Community, victim support and third party reporting, together with various diversionary and educational training for young people.

Be fair, honest and protect taxpayers' money

Progress

- The £8.6m savings target was realised by the end of 2013-14; this was achieved through a combination of efficiency measures e.g. savings in staff, changes in processes such as the capitalisation of staff to projects and prudent balance sheet management.
- A Base Budget Review has been commissioned to assist with the identification of opportunities to better align the Force budget with the Police and Crime Plan priorities, compare cost savings and uncover

potential opportunities for new ways of working with regional forces and partners. The final report has been considered by the Commissioner.

- New and innovative ways to work in partnership via Regional Collaboration have been explored to deliver savings while protecting local delivery.
- The cost of the Commissioner's Office and staff (NOPCC) is £1.1 million, significantly less than that of the former Police Authority (£1.25 million).
- The Commissioner has supported the introduction of Leadership Standards through the College of Policing's draft Code of Ethics which outlines the principles and standards of behaviour expected across policing to improve the public's trust and confidence.
- The Commissioner has agreed to implement the recommendations from the independent research into 'BME Experiences of Policing' designed to restore confidence and trust in the Force from the perspective of BME residents.
- The Social Responsibility Strategy will be launched in the summer of 2014 and consists of four key objectives, designed to deliver better decision making, alongside systems and processes which will add value to the community and environment and improve socio-economic strength in communities.
- In 2013 the Commissioner approved a Governance structure which includes bi-monthly public Strategic Resources and Performance meetings and Community Stakeholder Forums which enable him to publicly hold the Chief Constable to account on a range of policing matters.
- The Commissioner, his Deputy and his staff sit on various Force Boards to ensure that the Force is performing efficiently, effectively and providing value for money. In addition, the Deputy Commissioner attends the Force Standards Board overseeing the level and type of complaints about the Police. Any concerns are raised by the Commissioner with the Chief Constable.

The Seven Strategic Themes

This section of the report details the end of year performance in respect of the Commissioner's Police and Crime Plan targets (2013-14) and details the range of activities undertaken in support of each strategic theme. An extensive update report on the whole activity was reported to the Police and Crime Panel on 28th April 2014.⁴

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

Performance

- 87% of victims of crime are completely, very or fairly satisfied with the service they have received from the police⁵
- Although not a target measure, in March 2013 the Force commenced a three-month pilot project to survey victims of domestic abuse. Findings illustrated that 89.9% of victims were satisfied with the way the police assisted them throughout the whole experience.
- The domestic abuse survey has continued and initial results for incidents reported in the 12-months to the end of December 2013 demonstrate that rates remain stable with almost 93% satisfied with the whole experience (553 out 596).
- In March, 100% of victims and witnesses responding were satisfied or very satisfied with the services provided in Court.
- 76.0% of respondents felt confident to give evidence at Court.⁶
- 51.5% of respondents agree that the Police and Council are dealing with local anti-social behaviour and other crime issues.⁷ This remains a challenge to meet the 60% target.
- There has been a 9% reduction of people who have been repeat victims within the previous 12 months which equates to 759 fewer repeat victims.⁸
- A key finding of the Respect for Nottingham 2012 Survey⁹, conducted on behalf of the Nottingham Crime and Drugs Partnership, is that only 9% of the population (of the City of Nottingham) have a high perception of anti-social behaviour.
- There has been a reduction of 25.9% or 113 people Killed or Seriously Injured (KSI) between January 2013 and September 2013.

Progress

- There has been steady progress in the delivery of commissioned services for victims, while outline key strategies (Victims Strategy) have been developed. Positions against national standards (including Victims' Support Pledge, Barnardo's Pledge and Youth Charter) have been established and research has been commissioned (e.g. BME Project).

⁵ Satisfaction for incidents in the 12 months to January 2014

⁶ Between April 2013 and January 2014

⁷ This is based on 12 months interviews ending September 2013.

⁸ This relates to victims of Domestic Violence, Hate Crime or Anti-Social Behaviour (ASB) within the previous 12 months when compared to the same period of last year.

⁹ Respect for Nottingham Survey 2012, Final Report March 2013.

- A Victims' Strategy and Commissioning Framework based upon evidence of need is under development.
- Work is taking place with Victim Support to secure funding for anti-social behaviour Case Workers.
- Young victims of crime are receiving improved support services
- Young women in abusive relationships and girls whose lives are affected by gangs are seeing greater protection and a reduction in violence as a result of research to gain a better understanding of the problems they face.

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

Performance

- The quality of files submitted to Court remains a challenge with a current error rate of 53.7% with 38.4% of files being submitted late.¹⁰
- Nottinghamshire Criminal Justice Area is showing a year-to-date conviction rate of 84.3% for cases prosecuted through the Magistrates' Courts (MC) and 85.3% for cases prosecuted through the Crown Court (CC).
- Year-to-date figures show that the current effective trial rate is 44.6% for the Crown Court and 41.0% for the Magistrates Court.¹¹

Progress

- There has been work commissioned as a result of the BME project, which outlined 30 recommendations for improvement. The Commissioner has taken an active role in developing a local response to the improvement of the rehabilitation agenda, and has commissioned a Restorative Justice Strategy based upon a mapping exercise with an organisation called Remedi. There is also further work being undertaken to develop the Victims Strategy.
- The Commissioner is working with Criminal Justice partners to agree ways in which the Criminal Justice System can be made more accessible to all communities.
- The effectiveness of the Youth Justice and Criminal Justice System is being monitored, including timeliness and compliance with national standards on sentencing decisions.

¹⁰ Figures are based on the financial period of 2013/14. The Force undertaking work to increase the return rate and it is anticipated that this will drive an improvement in the validity of the quality and timeliness data.

¹¹ Neither Court is achieving the effective trial rate target of 50%.

- The Commissioner has worked closely with Ministry of Justice (MOJ) officials to ensure that the changes to the Probation Service deliver benefits and don't undermine the strong performance in Nottinghamshire.
- Improvements are being seen in the timeliness and quality of case files.
- The ways in which case files are produced and transferred is being digitalised
- The effectiveness of the support available to victims and witnesses going through the Criminal Justice System is being improved
- Work is ongoing to ensuring that all agencies deal fairly with offenders from different backgrounds.
- Work is taking place to promote and align community payback with local neighbourhood priorities in order to improve the local environment.
- Opportunities are being developed to involve victims of anti-social behaviour and crime in neighbourhood justice.
- Public information on the sentencing and names of offenders

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

Performance

- The Force has not met the -8% reduction target, ending the year with a slight increase of 0.7% in overall crime. However, last year the reduction was 12%, exceeding the target by 4%. **Appendix A** details the full breakdown of crime types and **Appendix B** shows the changes by area.
- In terms of volume, the largest increases were Theft and Handling (+808, +4.1%), Violent Crime (+742, +4.5%) and Burglary Dwelling (+406, +10%).
- There was a reduction in Fraud and Forgery (-1,139, -92.7%) Criminal Damage (-464, -4.3%), and drug offences (-83, -2.2%). However, Fraud and Forgery is being recorded differently and may explain the decrease.
- Anti-social behaviour reduced by 6.5%, just short of the 8% reduction target (City +1.4% compared to a -12% reduction in the County).
- The Force recorded a year-end detection rate of 32.5% (4.5% short of the 37% target). This is due mainly to the fall in offences taken into consideration (TICs) i.e. 487 less than last year.

Progress

- The Commissioner continued to provide £3m funding to local partnerships to provide community safety and victims' services. In addition he has made over £400,000 of funding to the Safer Nottinghamshire Board (SNB) to

support work in Nottinghamshire's Partnership Plus Area. There has also been a Force- led review into the impact of a "Partnership Plus" approach on local neighbourhoods.

- In Nottingham the CDP has maintained its focus on High Impact Areas as part of its four-tier model of working.
- Improved partnership working is evidenced by the 'Street Level Problem Solving' (SLPS) initiative developed by the City Council's Community Protection team and City Division.
- The Commissioner has agreed to fund £150,000 capital contribution to the development of the Forest Recreation Ground to support positive activities for young people to prevent offending and re-offending. A legal agreement with Nottingham City Council is under review and yet to be finalised.
- The Commissioner and Deputy Commissioner have been working with Nottingham Citizens to develop a Safer School Route which is being progressed with the Force, alongside the introduction of route tagging and incident report alerts to schools.
- The Commissioner has agreed to provide £95,000 to fund a Nottingham City Hackney Carriage CCTV Safer Cab Voluntary scheme, initially on a pilot basis. The launch is planned for June 2014.
- A Violence Strategy is now in place and is being delivered under the direction of a Violence Gold Group. A Peer Review was conducted by Merseyside Police. Plans are in place through the Violence Gold Group to address all areas of violence, looking at Prevention, Intelligence, Enforcement and Investigation.
- Partnership Gold groups have been established for both burglary and retail crime.

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

Performance

- There has been a slight increase in the number of alcohol-related admissions to hospital compared to 2012-13, (Force +0.2% or 50 admissions, Nottingham +0.2% or 16 admissions and Nottinghamshire +0.2 percent or 34 admissions).
- Figures for 2013/14 reveal that 13.9% of All Crime in Force was alcohol related, compared to 15.7 percent last year (City 15.6%, County 12.6%). Over the same time period, 24.9% of Violent Crime (All VAP, Robbery but excluding Sexual Offences) was alcohol-related in 2013/14, compared to 27.7% in 2012/13.

- Whilst the data suggests that there is less alcohol-related crime, the results have been produced for monitoring purposes only as it is believed that alcohol-related crime should be closer to the national average of 47%. Improvements in recording practices will be monitored during the year with a view to setting a target in later years.

Progress

- The Commissioner has worked closely with Nottinghamshire County Council's Public Health team to jointly commission substance misuse services, and to deliver the Alcohol Strategy and Action Plan which addresses night-time economy issues. Funding has been provided to the Safer Nottinghamshire Board and to the Nottingham Crime and Drugs Partnership to ensure drug misusing offenders have access to treatment and recovery services.
- The Crime and Disorder Partnership (CDP) Executive Group applies deep dive methodology to substance misuse and associated issues on a quarterly basis. In doing so, partners plan and coordinate service delivery jointly.
- The Commissioner's and Nottingham City Council's alcohol strategies have been aligned. The CDP is delivering on the strategy and associated plans in Nottingham.
- Night time Economy is a key strand within the Alcohol Strategy and Action Plan. The Commissioner supported a bid to the Home Office to become a Local Alcohol Action Area and this status has been achieved across the City and County. Nottingham City Council has consulted on the introduction of a Night Time Levy.
- The CDP continues to commission and manage all drugs and alcohol treatment services for Nottinghamshire.
- The City's Licensing Group, chaired by a Nottinghamshire Police/Community Protection Inspector, continues to ensure the proactive management of un-licensed premises through close working with the responsible authorities.

Reduce the threat from organised crime

Performance

- The number of Proceeds of Crime Act (POCA) confiscation and forfeiture orders continue to be successful; so far this year the Force has recorded a total order value of £800,161.03 (up £343,263.04 or 33.7% compared to last year). This equates to an average order value of £5,129.24 - an increase of 32.7% compared to the average order value recorded during the same period of last year.

- The current Threat, Harm and Risk (THR) level is similar to that recorded last year.

Progress

- The Commissioner and Chief Constable are required to review the capability and capacity to deliver the Strategic Policing Requirement. This is being inspected by Her Majesty's Inspectors of Constabulary with a national thematic report published in April 2014. There is a national Serious and Organised Strategy with new duties for the Commissioner which will be progressed through regional collaborative working.
- The Commissioner has made funding available to Nottingham CDP for the Ending Gangs Programme. Diversionary projects have continued to deliver results in Radford and Basford and new projects were commissioned in November 2013 in St Ann's and Basford.
- The Force's work on urban street gangs and organised crime groups has recently been held up as an example of good working practice on an international scale.
- The Commissioner's Community Grant has enabled work to improve community relationships and cohesion.
- The Force's Intelligence capability is now centrally managed and links in with EMSOU and the regional collaboration programme. There has been a Strategic Policing Requirement HMIC Inspection, with the final report published in the summer of 2014. A meeting of the Chairs of the Strategic Partnerships agreed to an Information Sharing Protocol.
- The Force has invested in a further 56 Automatic Number Plate Recognition (ANPR) cameras which have been positioned around the County division in addition to the 30-camera network already established around the City division. This network now covers all of Nottinghamshire's road network. All Operational Support vehicles have been equipped with new 3G mobile ANPR cameras.
- In addition to the county-wide camera network a Real Time Intelligence Unit is being created, based in contact management, which will enable a rapid response to activations from the ANPR network. Nottinghamshire has a robust, comprehensive and well-serviced ANPR network.

Prevention, early intervention and reduction in reoffending

Performance

- There have been 465 First-Time Entrants (FTEs) into the Youth Justice System this year (April – March 2014). This is a reduction of 9.4% (48 FTEs) compared to last year - just short of the 10% reduction target.

- National data published by the Ministry of Justice covering the 12 months' to March 2012 suggests that Nottinghamshire had a 'proven' reoffending rate of 36.7% (compared to 37.6% for the 12 month period ending December 2011), 2.9% above the national average of 33.8%.

Progress

- There is ongoing work across policing and community safety organisations to address prevention and, early intervention mechanisms while grants have been awarded for focused activities directed at reducing reoffending. The Community Safety Partnership Fund which specifically aims to assist small local groups in their efforts to reduce crime and anti-social behaviour, Nottinghamshire Police is in the process of developing a prevention strategy.
- The Commissioner has provided support for the introduction of triage cars with mental health nurses who go out on patrol with Police Officers at key times. Planning is underway to hold a Mental Health summit in early summer which will focus on ensuring vulnerable people receive appropriate levels of support at the earliest opportunity and reducing demand on custody suites.
- There have been dedicated grants awarded in support of young people, including Catch 22 and Positive Futures, with a number of different projects also being managed through the Community Safety Partnerships.
- The Integrated Offender Management (IOM) Programme is well-established and now includes shoplifting offenders. The Integrated Offender Management (IOM) Scheme has had a minor refresh and work is being conducted around new emerging populations with the focus on prolific offender management.
- Work is progressing to reduce the threat to communities through the active management of dangerous sex and violent offenders, with violence a priority in the Partnerships and the Force's Gold Group¹².
- There is ongoing monitoring of, and a focus on, initiatives supporting troubled families which include help to curb youth crime and initiatives designed to encourage people back into work.

Spending your money wisely

Performance

- The £8.6m savings target was realised by the end of the year through a combination of efficiency measures.

¹² Partnership Gold Group were established last year to tackle key volume crime types Burglary, Violence and Retail Crime

- Actual net expenditure for the year ended March 2014 was £198.508m against a budget of £198.6m. There was an under spend of £0.092m achieved by the Office of the Police and Crime Commissioner (NOPCC).
- The latest 12-month rolling sickness data for the Force has shown that officer sickness reduced to 4.00% in March 2014 from 4.53% in March 2013. As at the end of February 2014, the rolling 12-month average staff sickness rate was 3.71%. This has reduced from 4.33% in February 2013. This represents a reduction of 14% over the past year.
- Current BME representation in Force stands at 4.3% (March 2014).¹³ This shows little change from the proportion recorded in March 2012, however the Force is in the process of recruiting new officers following a positive action campaign and therefore a change may be seen in the representation statistics in the coming months.

Progress

- There has been a significant amount of progress this year to deal with the change and growth required for policing in Nottingham and Nottinghamshire; this has been supported by the specially commissioned Base Budget Review. The Commissioner has set out his commitment to collaboration with PCCs across the region in order to protect local policing, and on behalf of the other PCCs in the East Midlands he leads the regional efficiency programme.
- The Commissioner has been leading innovation funding opportunities through local and regional bids, with Home Office Innovation funding secured for early intervention and cross-agency working, together with joint collaboration bids for Information Communications Technology and a Forensics Centre of Excellence.
- The Commissioner played a key role in successful acquiring an innovation fund from the College of Policing for a 'Better Policing Collaborative'. This sees internationally recognised researchers, from a wide range of academic disciplines, working with Police Forces on crime reduction and policing practice.
- The Force is developing a programme of significant transformational change, through Designing the Future (DTF). This will change the way in which the policing service in Nottinghamshire is provided in the future. DTF it is largely predicated on transforming the IT infrastructure to enable different ways of working which will drive service improvement and cost saving from further collaborative working and changing the workforce mix.
- A secure printing service, known as Follow Me Printing, has been deployed to all multi-functional printer copiers at all sites across the Force. The service reduces waste and ensures the security and confidentiality of

¹³ The 4.3% figure is lower than the BME population of Nottinghamshire, which stands at 11.2% (Source: 2011 Census Data).

printed material by controlling when the work is released (a feature particularly supported by a recent Information Commissioner audit).

- Some challenges include:
 - Sustainable services with reduced budgets
 - Partnership working and collaboration
 - Demonstrating Value for Money
 - To date £42 million of efficiencies has been delivered to balance the budgets since austerity measures were taken by the government.
 - The identified need to find on average £10 million in savings each year is set to continue.

Rationalisation of the Police Estate and front counters Independent Custody Visiting Scheme

The Independent Custody Visiting Scheme, which began nationwide in the early 1980s following Lord Scarman's report into the Brixton disorders, is designed to provide an independent check on the welfare of people detained in Police Custody.

The Nottinghamshire Independent Custody Visitors (ICVs) is a team of volunteers who make unannounced visits, weekly, in pairs, to the City and County's three custody suites, Bridewell (in the City), Mansfield and Newark, to check that the detainees are receiving their rights and entitlements such as meals, medical attention and legal advice. ICVs are not provided with any details of why the detainee has been detained and do not engage in conversation about their case.

The main aim of the Independent Custody Visiting Scheme 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. In 2013 procedures were put 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. There are 29 volunteers on the Scheme, including 10 recent recruits.

Performance

- During the year 2013-14, there were 225 visits made
- 890 detainees were offered a visit albeit 72 declined the offer.
- On average four detainees were seen during each visit
- 77% of these visits took place during weekdays and 23% during the weekend.
- 21% of ICVs are from the BME communities
- 83% of ICVs are female, 23 % male across an even spread of age groups
- 89% of unannounced visits are given access to detainees with the first five minutes of the ICV's arrival. The remainder (11%) is up to 15 minutes.
- Overall, feedback from ICVs show that detainees are generally very satisfied with the way they are treated and raise few complaints.

Progress

- All concerns arising from the visits were raised with the Chief Inspector of Custody immediately so 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 shows that detainees are generally very satisfied with the way they are treated and raise few complaints. However, some of the issues raised and addressed include:
 - ✓ Concerns about temperature, heating and air circulation in the cells which was inconsistent and sometimes too hot or too cold.
 - ✓ A defective call button in a detainee's cell.
 - ✓ Standard of cleanliness.
 - ✓ Need greater access to shower facilities
 - ✓ Request for reading material
 - ✓ Request for medication and food
 - ✓ Problem with toilet flushing
 - ✓ Light flickering in cell

- ICVs undertake a visual inspection during their visit and record any observations which they consider need addressing especially those relating to health and safety. Some examples during the year include:
 - ✓ Detainee meals out of date and not disposed of
 - ✓ Cleanliness of kitchen and microwave for heating detainee meals
 - ✓ Slats on detainee door defective
 - ✓ Staffing levels
 - ✓ Exercise yard out of use (due to maintenance work)
 - ✓ Cleanliness of CCTV cameras

Animal Welfare Lay Visiting Scheme

The death of a police dog whilst training in Essex in 2003 resulted in an understandable loss of public confidence in police dog training methods. In response to this the ACPO Police Dog Sub-Committee embarked upon a review of police dog training and handling, aimed at restoring public confidence by ensuring that police training methods are humane, ethical and transparent.

The need for transparency is critical to the re-building of public confidence and ensures that the welfare of animals engaged in police work is maintained while any mistreatment is identified and dealt with promptly.

In 2005 the Animal Welfare Lay Visiting Scheme was introduced enabling volunteers from the local community to observe and report on the conditions under which police dogs are housed, trained and transported.

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

The Nottinghamshire Scheme has five Animal Welfare Lay Visitors who visit the dogs approximately once a month. They work in co-ordination with the RSPCA and their inspection visits are based on the Five Freedoms:

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

Performance

- The Animal Welfare Lay Visitors made 10 visits to the kennels during the year 2013-14
- Visits to observe training with the RSPCA were also undertaken.
- 114 individual inspections of police dogs were undertaken overall.

Progress

- In response to concerns about the condition of the kennels and surrounding environment the Commissioner has been working with the Force to upgrade and improve the provision of kennels for operational police dogs.
- In the interim, a number of upgrades and repairs have been undertaken, and when the RSPCA Inspectors conducted a site visit with the Commissioner and the Animal Welfare Lay Visitors in March 2013 they professed themselves to be pleased with the progress and improvements made since the last inspection.
- The RSPCA found that the new and portable fabricated kennels on site were more than adequate for the purposes of holding Police Dogs; with new panel fencing clearly reducing noise and stress (including pacing of some dogs along the fence line) and the temperature improved in the main kennel block. In addition, they felt that the cleaning regime had vastly improved with clearly identifiable cleaning equipment colour coded to prevent cross infection.
- Plans are now in place to seek the construction of a new kennel complex that meets the modern day needs and the legislative requirements governing animal welfare, while providing an operational kennel facility that will last over 20 years. 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

During the year a Mystery Shopper scheme involving numerous volunteers has been established and is now fully active. As part of the scheme a sample of calls made to the 101 non-emergency number were analysed. The purpose of the scheme is to provide the Commissioner with information on the quality and delivery of customer service provided by Nottinghamshire Police so that he can hold the Chief Constable to account should there be any issues.

Between January and March 2014, Mystery Shoppers visited Police Stations and noted 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.

The findings of all Mystery Shopping are currently being analysed but an initial review suggests that there are no major issues although there are a number of areas where improvements can be made. The Commissioner will discuss the findings with the Chief Constable once the final report is complete.

Performance

- Fifteen additional Mystery Shopper Volunteers (MSVs) recruited and trained in December 2013.
- Fifteen visits made to Police Stations where waiting times and provision of information and professionalism was assessed.
- All MSV visits were attended to in less than five minutes at open front counters of Police Stations.
- In the majority of cases Police Staff appeared interested and were helpful.
- Forty-eight recorded 101 phone calls to Nottinghamshire Police were randomly selected, listened to and assessed.
- Staff opened and closed all calls reviewed appropriately.
- Staff were considered to be polite and courteous to callers and it was felt they were genuinely interested in the concerns of the callers and provided them with jargon-free help and advice.
- Young Mystery Shoppers between the age of 15 and 18 years navigated the new Nottinghamshire Police website and provided feedback.

Progress

An initial review of the findings illustrates where some improvements can be made:

- ✓ A visit to one Police Station was undertaken but it was closed although the displayed opening hours suggested it should be open. No information was provided advising where or how to alternatively contact the Police.
- ✓ Screens at front counters, where appropriate, did not appear to be routinely opened by front counter staff when speaking to MSVs, however a number were uncertain if the screen they marked as closed could be opened.

- ✓ There was no obvious signage displayed in front counters offering visitors the use of a confidential area to discuss their enquiry if required.
- ✓ MSVs noted the lack of direction/road signs to Police stations and occasionally it was felt that Police station signage was not prominent enough.
- ✓ Disability and visitor parking were considered inadequate by a number of MSVs.
- ✓ Neighbourhood Policing updates were difficult to find on the Force website and some were apparently not up to date.
- ✓ MSVs felt that information on how to make a complaint and contact details could be more prominent.
- ✓ While the Nottinghamshire Police Youth Zone was generally well received and felt to be informative, it was suggested that it could be improved if it contained more interactive guides and appropriate information for differing age ranges.

Once the findings are fully analysed they will be reviewed with the Force to enable action to be taken to address the issues raised. However, this brief overview should provide assurance on how the new Mystery Shopper Scheme can lead to improved service provision.

Governance

Under the Police Reform and Social Responsibility Act 2012 and the Policing Protocol Order 2011, the Commissioner is responsible for the totality of policing within Nottinghamshire. The Act also requires him to hold the Chief Constable to account for the operational delivery of policing, including the strategic policy requirement published by the Home Secretary.

He has in place a range of mechanisms to enable him to deliver effective governance of policing. These include:

- The production of an annually refreshed Police and Crime Plan which sets the strategic direction for policing and community safety
- Regular meetings with the Force and Partners to discuss performance
- The publication of, and adherence to, a policy regarding open and transparent decision-making processes Production of a new Scheme of Delegation and Financial Regulations for the Force on how it can make decisions and spend money
- Published information on how he will deal with public complaints and handle requests for Freedom of Information

- Regular meetings with the public and victims of crime to give them a bigger voice and subsequently ensuring that the Police act on these concerns promptly
- Identifying future risks to policing and producing an action plan, in partnership with the Force, to address them
- Ensuring that a programme of audit is in place to provide assurance against the delivery of the Police and Crime Plan
- Establishing a joint Corporate Code of Governance between himself and the Chief Constable
- Regular dip tests of complaints made to Nottinghamshire Police to ensure that standards and targets are met.

Police and Crime Panel

The Commissioner attends the bimonthly meetings of the Police and Crime Panel for Nottinghamshire. This Panel is responsible for reviewing and scrutinising the decisions and work that he has undertaken. Members of the Panel have been provided with an opportunity to share their views on the budget for policing, including the precept level, and helping to shape the Police and Crime Plan to ensure it reflects the needs across Nottingham and Nottinghamshire.

Cost Comparison Office of the Police and Crime Commissioner

In May 2013 the Commissioner approved the restructuring of his office to ensure that staffing roles were aligned with the Commissioner's legal responsibilities and the new governance structure for policing.

The Commissioner pledged to reduce the running cost of his office (OPCC). The table below shows the breakdown since he took office on 22nd November 2012.

	2011/12 PA	2012/13 PA/ PCC	2013/14 PCC	2014/15 PCC
	£'000's	£'000's	£'000's	£'000's
Total Budget	1,200	1,250	1,100	1,100

It can be seen that the comparative cost of the OPCC in the current year (2014-15) has reduced by £150,000 when compared to 2012-13. This represents a reduction of 12% in actual terms which if inflation, pay awards and so on are taken into account amounts to a real reduction of around 15%.

HMIC's value for money profile for 2013 showed the cost of Nottinghamshire OPCC at £1.05 per head of population, this compared with a figure of £1.26 for the national average and £1.13 for the average of similar forces. The impact of the budget savings

agreed for 2014-15 will bring the Nottinghamshire figure down to around £1.00 achieved despite the need for additional staff resources.

Summary Revenue Expenditure (2014-15)

The Commissioner is required to set a balanced budget each year for the following financial year. With a reduction in grant income of 4.8% and increased pressures from inflation, pay awards and new responsibilities this inevitably means efficiencies have to be identified and delivered in order to balance the budget. Inflation increases account for £2.3m of the in-year increases or joint budget (Force and Commissioner's Office).

The revenue and net expenditure budget for 2014-15 is £193.8m and is summarised in the tables below¹⁴.

		Net Expenditure Budget	2014-15
			£m
		Employee	163.7
		Premises	6.7
		Transport	5.9
		Supplies & Services	14.6
		Agency & Contract Services	12.7
		Pensions	3.9
		Capital Financing	4.1
		Transformation Programme costs	2.0
		Income	(5.0)
		Efficiencies	(12.7)
		Use of Reserves	(2.0)
		Total Net Expenditure	193.8

Expenditure 2014-15	2014-15
	£m
Previous Expenditure	196.9
In year increases	9.6
Transformation Programme costs	2.0
Sub-total Expenditure	208.7
Efficiencies	(12.7)
Use of Reserves	(2.0)
Total Net Expenditure	193.8

In order to balance the budget for 2014-15 efficiencies of £12.7m need to be delivered. The Force is working on delivering major transformational change for the future, some of which may start to deliver savings in 2014-15.

Consideration is being given to make further immediate in-year savings (e.g. agency, consultants and temporary acting up arrangements).

The efficiencies identified to deliver a balanced budget in 2014-15 are summarised in the tables below and supplemented by the savings to be achieved from the Designing the Future (DTF) giving a total savings of £12.7m.

¹⁴ Full details of the budget for 2014-15 were tabled at the Police and Crime Panel in February 2014. See <http://www.nottinghamshire.gov.uk/dms/Meetings/tabid/70/ctl/ViewMeetingPublic/mid/397/Meeting/3256/Committee/504/Default.aspx>

Efficiencies 2014-15	£m		
Collaboration	0.3		
Procurement	1.3		
Estates	1.4	TOM savings 2014-15	£m
Corporate Services	2.9		
Fleet	0.2	Collaboration	0.3
Operational Efficiencies	0	Local policing redesign	2.0
Income generation	1.2	Systems Thinking	2.0
Commissioners Office	0.1	Regional ICT	1.0
Total	7.4	Total	5.3

The Commissioner is supportive of the collaboration work being delivered across the region and is committed to further collaboration in other operational policing areas and with back office services. This will be required if savings for all of the East Midlands Commissioners and Forces is to be achieved.

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. The Commissioner is keen to see this programme progressed swiftly and is aware that this is an imperative if the required savings for all the East Midlands Commissioners and their Forces are to be met.

HMIC Validation and Audit

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

RSM Tenon (Now Baker Tilley):

During the year 2013-14, 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 any recommendations are considered and implemented:

- **Culture - 17 July 2013 (Joint)** – The aim was to consider the impact of the Change Programme to the Organisation, specifically in relation to Culture.
- **Follow-up of Previous Internal Audit & Inspection Recommendations - 12 September 2013 (Joint)** – To provide assurances around the implementation of recommendations previously made.
- **Governance – Financial Governance - 27 November 2013 (Joint)** – to confirm compliance with elements of the Good Governance Framework and Financial Management Code of Practice.

- **Collaboration – Governance & Financial Framework - 13 December 2013 (Joint)** – Following input with representatives from the regional forces the review set out to confirm clear objectives for collaboration, together with a robust governance financial framework in place for collaboration as a whole and for individual projects/units.
- **Follow Up Scrutiny Panel – ASB - 5 February 2014 (PCC)** – to follow up on progress made to implement the recommendations that were made by the Scrutiny Panel, as part of their ASB review. An initial follow up was completed in August 2013 and again in January 2014.
- **Commissioning – Grant Application - 6 February 2014 (PCC)** – to provide an independent review of the completion and accuracy of the details included within application forms to confirm due process has been followed and decisions made are based on complete data.
- **Crime Recording - 20 May 2014 (PCC)** – As a result of national and local perceptions and the forthcoming HMIC inspections, this audit provided independent assurance around Crime Recording and the robustness of the governance framework, processes, accuracy and management information.
- **Follow Up Collaboration – Governance & Financial Framework - 21 May 2014 (Joint)** – To provide assurances around the implementation of the recommendations included in the original report, completed in December 2013.

Completed HMIC Inspections:

During the year 2013-14, HMIC carried out a number of inspections and published the following reports.¹⁵ The Commissioner reviews these reports and ensures that any recommendations are considered and implemented.

- **Rape Monitoring Group: Digests, data and methodology 31 January 2014:** On behalf of the Rape Monitoring Group, HMIC has published 43 Force reports showing police data on how many rapes were recorded by the police in each Force, and the outcomes.
- **Value for money - 14 November 2013:** 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?
- **East Midlands Collaboration PCC Commission - Terms of Reference 11 October 2013:** In July 2013, the Police and Crime Commissioners (PCCs) for the East Midlands region commissioned Her Majesty's

¹⁵

See HMIC Web Site:

<http://www.hmic.gov.uk/?type=publications&s=&cat=&force=nottinghamshire&year=2013>

Inspectorate of Constabulary (HMIC) to conduct a review of the arrangements for collaboration between the five Forces in the region. The purpose of the commission was: “to provide [the PCCs] with high-level assurance on the overall approach.

- **Joint inspection of police custody suites Custody suites - 14 August 2013:** This report is one of a series on police custody inspections carried out jointly by HMIC and HMI Prisons. The inspections look at strategy, treatment and conditions, individual rights and health care. They also make a key contribution to the United Kingdom’s response to its international obligation to ensure regular and independent inspection of.
- **Response to the funding challenge Value for Money inspection - 18 July 2013:** In October 2010, the Government announced that central funding to the Police Service in England and Wales would reduce by 20% in the four years between March 2011 and March 2015. HMIC’s Valuing the Police Programme has tracked how Forces are planning to make savings to meet this budget demand each year since summer.
- **Everybody’s business – domestic violence**

Looking Forward

A Joint Strategic Partnership Assessment and analysis was undertaken in 2013 to determine if the Commissioner’s strategic priorities were still appropriate. This analysis identified recent changes in policing and community safety since the last assessment in terms of both performance and intelligence. The assessment enabled significant issues which may present a threat, harm or risk to police service delivery and community safety to be considered and mitigated by appropriate interventions or identifying actions to be taken as part of the annual refresh process.

The Joint Strategic Partnership Assessment:

- Reviewed performance against each of the strategic themes and activities.
- Identified trends for future changes in demand for policing services.
- Scanned the social and political landscape to identify new and emerging strategies and policies for policing.
- Identified operational priorities from intelligence.
- Took account of the Force’s Strategic Intelligence Assessment and Organisational Strategic Assessment.
- Identified any changes to the Force’s organisational priorities, including lessons learned from inspections, audits and reviews.
- Identified changes to Community Safety Partnerships, Health and Wellbeing Boards, Safeguarding Boards and Local Criminal Justice Board.

Taking account of the performance challenges and risks identified in the Joint Partnership Strategic Assessment and the outcomes of consultation, the strategic priorities will remain the same as last year, with a minor alteration to priority Theme 3 to focus on priority crime types. These Themes are:

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

The Commissioner has refreshed his Police and Crime Plan¹⁶ and a supporting Delivery Plan has been developed to ensure that the activities considered necessary to support the plan are monitored and implemented.

¹⁶ Police and Crime Plan 2014-18: See <http://www.nottinghamshire.pcc.police.uk/Document-Library/Public-Information/Police-and-Crime-Plan/Refreshed-Plan-2014-2018/Updating-the-Police-and-Crime-Plan-2014-2018-Web.pdf>

APPENDIX A - CRIME REDUCTION PERFORMANCE BY CRIME TYPE (2013-14)

	Year-to-date performance				Month-to-date performance			
	2013/14	2012/13	Volume Change	Percentage Change	March 2014	March 2013	Volume Change	Percentage Change
All Crime	68,569	68,095	474	0.7%	6,154	5,815	339	5.8%
Violent Crime	17,370	16,628	742	4.5%	1,678	1,455	223	15.3%
VAP	15,140	14,672	468	3.2%	1,454	1,286	168	13.1%
VAP with injury	8,171	6,637	1,534	23.1%	781	651	130	20.0%
VAP without injury	6,969	8,035	-1,066	-13.3%	673	635	38	6.0%
Sexual Offences	1,151	1,012	139	13.7%	132	90	42	46.7%
Burglary Dwelling	4,486	4,080	406	10.0%	364	349	15	4.3%
Robbery	1,079	944	135	14.3%	92	79	13	16.5%
Vehicle Crime	6,659	6,706	-47	-0.7%	611	551	60	10.9%
Theft of Motor Vehicle	1,397	1,356	41	3.0%	113	123	-10	-8.1%
Theft from Motor Vehicle	5,262	5,350	-88	-1.6%	498	428	70	16.4%
Burglary Other	4,494	4,449	45	1.0%	410	366	44	12.0%
Theft and Handling	20,478	19,670	808	4.1%	1,768	1,807	-39	-2.2%
Fraud and Forgery	90	1,229	-1,139	-92.7%	5	70	-65	-92.9%
Criminal Damage	10,224	10,688	-464	-4.3%	860	831	29	3.5%
Drug Offences	3,690	3,773	-83	-2.2%	345	313	32	10.2%
Other Offences	1,078	872	206	23.6%	113	73	40	54.8%

APPENDIX B – CRIME REDUCTION PERFORMANCE BY AREA (2013-14)

	Year-to-date performance				Target Position			Month-to-date performance			
	2013/14	2012/13	Volume Change	Percentage Change	Current Target	Difference from Target	Percentage Difference from Target	March 2014	March 2013	Volume Change	Percentage Change
Force	68,569	68,095	474	0.7%	61,286	7,284	10.6%	6,154	5,815	339	5.8%
City	30,231	30,397	-166	-0.5%	27,357	2,874	9.5%	2,743	2,733	10	0.4%
County	38,338	37,698	640	1.7%	33,928	4,410	11.5%	3,411	3,082	329	10.7%
Ashfield/Mansfield	13,397	13,056	341	2.6%	11,750	1,647	12.3%	1,195	1,105	90	8.1%
Ashfield	6,653	6,642	11	0.2%	5,978	675	10.1%	561	540	21	3.9%
Mansfield	6,744	6,414	330	5.1%	5,773	971	14.4%	634	565	69	12.2%
Bassetlaw/N & S	12,206	11,802	404	3.4%	10,622	1,584	13.0%	1,096	964	132	13.7%
Bassetlaw	6,873	6,755	118	1.7%	6,080	794	11.5%	598	577	21	3.6%
Newark & Sherwood	5,333	5,047	286	5.7%	4,542	791	14.8%	498	387	111	28.7%
South Nottinghamshire	12,735	12,840	-105	-0.8%	11,556	1,179	9.3%	1,120	1,013	107	10.6%
Broxtowe	4,707	4,578	129	2.8%	4,120	587	12.5%	378	359	19	5.3%
Gedling	4,653	4,813	-160	-3.3%	4,332	321	6.9%	396	369	27	7.3%
Rushcliffe	3,375	3,449	-74	-2.1%	3,104	271	8.0%	346	285	61	21.4%
City	30,231	30,397	-166	-0.5%	27,357	2,874	9.5%	2,743	2,733	10	0.4%
City Central	8,393	7,781	612	7.9%	7,003	1,390	16.6%	800	725	75	10.3%
City North	8,518	8,604	-86	-1.0%	7,744	774	9.1%	701	746	-45	-6.0%
City South	6,006	6,018	-12	-0.2%	5,416	590	9.8%	587	533	54	10.1%
City Centre	7,314	7,994	-680	-8.5%	7,195	119	1.6%	655	729	-74	-10.2%

APPENDIX C – 2014-15 BUDGET (£m)

	Total Budget 2014-15
Payroll	
Police Pay & Allowances	105.8
Police Overtime	4.0
Police Staff Pay & Allowances	52.7
Police Staff - Overtime	0.5
Other Employee Expenses	0.7
	163.7
Other Operating Expenses	
Premises Running Expenses	6.7
Transport Allowances	0.7
Transport Costs	5.9
Equipment, Furniture & Materials	0.4
Expenses	0.2
Clothing, Uniform & Laundry	0.6
Printing & Stationery	0.6
Comms & Computing	6.4
Miscellaneous Expenses	2.0
Supplies & Services	3.7
Agency & Contract Services	12.7
Pensions	3.9
Capital Financing	4.1
Transformational Change Programme	2.0
	49.8
Total Expenditure	213.7
Income	
Special Services	(0.3)
Fees, Reports & Charges	(0.4)
Other Income	(4.1)
Other Operating Income	(0.2)
	(5.0)
Efficiencies	(12.7)
Use of Reserves	(2.0)
Total	193.8