

For Consideration	
Public/Non Public	Public
Report to:	Strategic Resources and Performance Meeting
Date of Meeting:	19 March 2014
Report of:	The Police and Crime Commissioner
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Agenda Item:	11

Draft Refreshed Police and Crime Plan 2014-18

1. Purpose of the Report

- 1.1 The purpose of this report is to provide the Strategic Resources and Performance Meeting with the Police and Crime Commissioner's (the Commissioner's) draft refreshed Police and Crime Plan for 2014-18.
- 1.2 This is a variation to the Commissioner's Police and Crime Plan 2013-18¹ to reflect the progress of activities achieved in his first year of office and to identify the new and emerging challenges and priority actions for the coming years, to ensure sustainable policing and community safety services in Nottingham and Nottinghamshire.²
- 1.3 The Commissioner is required to issue a five year Police and Crime Plan and keep it under review in the light of any changes in the Strategic Policing Requirement³ and any report or recommendations made to the Commissioner by the Police and Crime Panel (PCP) following the production of his Annual Report⁴.

2 Recommendations

- 2.1 That the Strategic Resources and Performance Meeting discuss and note the refreshed Police and Crime Plan for 2014-18.
- 2.2 That the Strategic Resources and Performance Meeting outline any recommendations for the Commissioner to consider for completing and publishing the refreshed Police and Crime Plan 2014-18 by 31 March 2014.

3 Reasons for Recommendations

- 3.1 The Police Reform and Social Responsibility (PRSR) Act 2011 places a statutory duty on the Commissioner to publish a Police and Crime Plan for

¹ [The Police and Crime Plan 2013-18](#)

² Section 5(4) Police Reform and Social Responsibility Act 2011

³ Changes to the strategic policing requirements (SPR) issued by the Secretary of State under section 37A of the Police Act 1996

⁴ Section 28(4) Police Reform and Social Responsibility Act 2011

their policing area. Section 5(1) of the PR&SR Act 2011 required the Commissioner to 'issue a Police and Crime Plan within the financial year in which each ordinary election is held'. For the first Plan this meant no later than 31st March 2013.⁵

- 3.2 Prior to publication of the Police and Crime Plan or any variance of it, the Commissioner must consult with the Chief Constable in preparing the Plan; obtain the views of the community and victims of crime on the variance; send the draft variance to the Panel and have regard to any recommendations made by the Panel.

4 Summary of Key Points

4.1 Background

Since taking up the new role of Commissioner, on the 22 November 2012, the Commissioner and his Deputy Commissioner have worked closely with the Force, partners, stakeholders and the public to identify the views and priorities for policing and community safety in Nottingham and Nottinghamshire.

- 4.2 The first draft Police and Crime Plan was scrutinised by the Police and Crime Panel at its 15 January 2013 meeting, and came into effect on 1 April 2013, covering a period of 2013-18. The Police and Crime Plan set out the strategic priority themes and activities for policing and community safety across Nottingham and Nottinghamshire. However, the Police and Crime Plan has been reviewed periodically to ensure that it still accurately reflects the expectations of the public and the strategic risks facing Nottingham and Nottinghamshire.

- 4.3 Together with producing the Police and Crime Plan the Commissioner has had to make some key decisions, which have included setting the precept and the budget for the totality of policing.⁶ The Commissioner has also produced his first Annual Report⁷ which has been shared with the Police and Crime Panel. This Annual Report covered the whole of the financial year from April 2012 to March 2013, and highlighted the key commitments made by the Commissioner and his Deputy Commissioner, together with reflecting the performance improvements achieved by the previous Police Authority. There will be an Annual Report produced in June 2014 for the financial year from April 2013 to March 2014.

- 4.4 The draft refreshed Police and Crime Plan was presented to the Police and Crime Panel on the 3 February 2014 and all comments and recommendations will be included in the final refreshed Police and Crime Plan.

4.5 Joint Partnership Strategic Assessment

There has been a repeat of the Joint Strategic Partnership Assessment exercise in 2013. This has been done by identifying and analysing recent

⁵ [Police Reform and Social Responsibility \(PR&SR\) Act 2011](#)

⁶ [Policing Protocol Order 2011](#)

⁷ [Nottinghamshire Police and Crime Commissioner's First Annual Report](#)

changes in policing and community safety since the last assessment, in both performance and intelligence, so that significance issues which may present a threat, harm or risk to delivering policing and community safety can be considered and mitigated by appropriate interventions or identifying actions to be part of the annual refresh process. The Joint Strategic Partnership Assessment was conducted to:

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

4.6 Consultation and engagement

Developing the refreshed Police and Crime Plan has also included continuous consultation and engagement feedback from partners and communities on those issues and aspirations for policing that matter to them locally. There are still live consultation exercises taking place to gather qualitative and quantitative information to feed into the final refreshed Police and Crime Plan, this includes:

- Consulting with the Chairs of Strategic Partnerships and agreeing priorities identified in the Joint Partnership Strategic Assessment.
- Walkabouts by the Commissioner and his Deputy Commissioner in high crime areas across the City and the County.
- NCC Business Engagement Group.
- Public Stakeholder Forum on the 7th January with BME communities.
- Public Stakeholder Forum on the 14th January with women's groups.
- Commissioned survey questions on the strategic priorities for policing and setting the policing precept which are conducted by the Community Safety Partnerships across Nottingham and Nottinghamshire.
- Web based survey on the Commissioner's website, and focus groups across the City, County South and County North, to seek views on the strategic policing priorities and the policing precept.
- Commissioned victim's focus groups and surveys.
- Commissioned domestic violence abuse survivors focus groups.
- City Community Stakeholder meeting on the 28th January.
- County Community Stakeholder meeting on the 30 January.
- Stakeholder Forum with young people.

4.7 Refreshing the Police and Crime Plan

The Commissioner and his Deputy have set out in the draft refreshed Police and Crime Plan bold intentions, however the Commissioner's vision remains

to protect people, by “...giving victims and citizens a bigger **VOICE** in policing to achieve a safer Nottingham and Nottinghamshire.”

Appendix A provides a draft refreshed Police and Crime Plan.

4.8 The outcomes remain of achieving:

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

4.9 Crime and public safety matter to everyone in Nottingham and Nottinghamshire. Whilst much has been achieved, there is still more to do to reduce crime through a robust partnership approach and collaborative working to promote better relationships with our communities. This has identified revitalised goals outlined in the draft refreshed Police and Crime Plan for the Commissioner’s Pledges that remain:

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

4.10 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, with a minor alteration to priority theme 3 to focus on **priority crime types**, and they 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 antisocial behaviour
4. Reduce the impact of drugs and alcohol on levels of crime and antisocial behaviour
5. Reduce the threat from organised crime
6. Prevention, early intervention and reduction in reoffending
7. Spending your money wisely

4.11 The values remain the same, which will be supported by action to deliver the Commissioner’s Social Responsibility Strategy and Action Plan:

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

- 4.12 The strategic context for delivering policing and community safety in Nottingham and Nottinghamshire extends from the global to the local, that includes ‘mega-trends’⁸ of: change in technology which creates new and emerging cyber-crime, the rise of social media, social migration and changing demographics, environmental and health issues, growing financial and economic reforms and increased pressure on urban areas.
- 4.13 The Commissioner has been working with the Force and partners to identify the measures and targets that will monitor the delivery of the draft refreshed Police and Crime Plan and demonstrate efficient and effective policing in Nottingham and Nottinghamshire. This work has also identified refreshed activities within the Strategic Framework to be delivered by the Commissioner, the Force and Partners.
- 4.14 **Stage Two Second Transfer**
The Home Secretary has agreed in principle the Stage Two Second Transfer of a ‘**Maximum Transfer**’ model for Nottinghamshire Police, which means the transfer of all police staff from Operational Frontline, Operational Support and Business Support⁹ functions from the employment of the Commissioner to the Chief Constable by the 1 April 2014. The Deputy Commissioner and the staff employed to work within the Nottinghamshire Office of the Police and Crime Commissioner (NOPCC) will remain under the employment of the Commissioner. In addition the Force will provide business support to the Commissioner as identified within the Working Relationship Agreement and in line with the Policing Protocol Order 2011.
- 4.15 The final refresh of the Police and Crime Plan will be published by 31 March 2014 and will include feedback from continuing consultation and engagement activities.

5 Financial Implications and Budget Provision

⁸ Mega trend refers to a major trend, movement in pattern or emerging trend in the macro-environment.

⁹ The definitions of Operational Frontline, Operational Support and Business Support functions have been taken from the 2013 HMIC Report: [Police Governance in Austerity](#)

- 5.1 Financial implications have been identified within the Draft Refreshed Police and Crime Plan.

6 Human Resources Implications

- 6.1 Human Resource implications are monitored within the activities to deliver the strategic priority themes.

7 Equality Implications

- 7.1 There will be a refresh of the Equality Impact Assessment to inform the Engagement and Consultation Planning.

8 Risk Management

- 8.1 Risks will be escalated as part of the monitoring of the delivery of the Police and Crime Plan and feed into the Risk Management of the NOPCC.

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

- 9.1 The Commissioners Governance Framework, together with supporting strategies being delivered as part of the Police and Crime Plan's Strategic Framework.

10 Changes in Legislation or other Legal Considerations

- 10.1 Police Reform and Social Responsibility Act 2011. In addition, the Commissioner has a responsibility and must have due regard to all other legal requirements and specifically the provisions of:

- The Policing Protocol Order 2011
- Financial Code of Practice (FMCOP)¹⁰
- Strategic Policing Requirement (SPR)¹¹
- Elected Local Policing Bodies (Specific Information) Order 2011¹²

11 Details of outcome of consultation

- 11.1 To develop the Draft Refreshed Police and Crime Plan, there was a joint Partnership Strategic Assessment which included the Force, community safety and criminal justice partners to identify the needs and priorities for the City and the County. In addition, there was further consultation conducted by the Commissioner and Deputy Commissioner to obtain the views of partners, communities and victims of crime which were included in the refreshing of the Police and Crime Plan as identified in Section 4.6.


¹⁰ [Financial Code of Practice 2012](#)

¹¹ [Strategic Policing Requirement](#)

¹² [Specific Information Order 2011](#)

12. Appendices

12.1 Appendix A: Draft Refreshed Police and Crime Plan



Updating the

Police and Crime Plan 2014/18

March 2014



Nottinghamshire

POLICE & CRIME COMMISSIONER

Foreword

This updated Police and Crime Plan takes a look again at the key aims and objectives I identified when first elected. The actions in that original plan are now well underway and together with my Deputy, Chris Cutland, I would like to thank all the police officers, police staff, volunteers, our partners and communities who have been working hard to improve community safety and confidence in Nottinghamshire.

I've really enjoyed meeting so many residents, community groups and organisations to get a better idea of the issues impacting on your lives and how we can do things better. This two-way dialogue is ensuring that we are more aware of your concerns and can therefore respond accordingly.

What is becoming increasingly clear is just how simple the public's expectations are. Most residents tell me they want to be safe and secure in their homes and streets and have a police force they can trust to be available when needed. There are many layers to our plans to fight crime in the City and the County but everything is driven towards achieving safer streets and efficient, responsive policing delivered in ways that suit you.

At the launch of my first Plan, I pledged to revitalise my goals every year to ensure that they remained relevant and I've done just that, by concentrating on the story so far and identifying what work there is left to do to reach our policing milestones.

Much has been achieved already on my key election pledges. I'm continuing to lobby the Government for more resources to help us cut crime. Next year will be as challenging as ever but we've still managed to deliver £3 million funding to our local partnerships for community safety and victims' services, recognising that they hold the key to delivering the early intervention strategies necessary for long-term crime reduction.

In addition, we've embarked on our promised recruitment process which moves towards an extra 150 police officers and 100 Police Community Support Officers (PCSOs) on our streets. More than half of these extra recruits are already in place and have been joined by as many cadets, volunteers and Specials who will help bring communities together to jointly tackle crime.

Anti-social behaviour remains a priority and we've taken important steps to achieve my ambitious plans for a 50% reduction. This includes working with a multitude of organisations to deliver a unified approach to alcohol misuse in Nottinghamshire, starting initially with an Alcohol Conference last summer and culminating in the launch of an Alcohol Strategy at the end of 2013, which sets out a fresh approach to tackling the problem in the future.

With the help of my Deputy, we've also advanced plans to expand the services available of domestic violence. Many organisations specialising in this area have already received funding to enhance their services as part of my Community Safety Partnership Fund and we are leading a review of support services across the County.

I have always believed that victims are the most important part of any crime and in the coming year my office will take responsibility for commissioning victims services. With the new Code of Practice for Victims now in effect, I am convinced that we can ensure that all victims of crime are treated appropriately and kept informed regarding the progress of their case.

But there will be some new initiatives in 2014–15. It's far better to prevent crime rather than chase after the criminal and I've been working with the Chief Constable and other partners to consider how we can best do this. We can, and must, reduce shoplifting and retail theft. In addition, I am in discussions with colleagues in Nottinghamshire to ensure that residents with mental health problems receive proper treatment rather than arrest and punishment.

Rural and wildlife crime continues to be a priority. That's why an even greater effort is being made to recruit Rural Special Constables. What's more we will be introducing new communication channels with farmers and landowners to help them communicate and protect themselves.

The financial challenges remain – in fact they have deepened over the past twelve months. To help keep more police officers and PCSOs on our streets difficult decisions will have to be taken to close some front counters to the public and shut some police stations. We will relocate police officers to small local bases or with partner organisations. At the end of the day, people tell me they prefer bobbies not buildings.

This Plan is pivotal to my overall ambition for a safer Nottinghamshire and I'm looking forward to building on this year's achievements in 2014. As always your thoughts and opinions will guide the direction we take in the future and I appeal to you to keep the communication flowing so I can continue to make your views count.



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

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

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1. Introduction

This is the Commissioner's update to the Police and Crime Plan 2013-18, which sets out the ambitions to be achieved over the coming years and explains what can be expected from policing and community safety in Nottingham and Nottinghamshire.

Crime and public safety matter to everyone, but the police cannot tackle these alone. Reducing crime depends on strong communities, active citizens and agencies that respond to public concerns. The Commissioner's priorities will be achieved through strong partnership working, encouraging more volunteering and engagement with communities to support local crime prevention work and cut reoffending.

The Commissioner intends to continue with the Police and Crime Plan's bold strategies and clear targets to reduce crime, achieve safer communities, improve trust and confidence in high quality policing, ensure fairer treatment of victims and citizens and use public resources wisely. There will however, be more focus on improving accessibility and visibility of police officers in our neighbourhoods, preventing crime and tackling violence and anti-social behaviour, implementing the Alcohol Strategy and Action Plan, and working with partners to address complex issues of drug fuelled crime, mental health, improving road safety (which will include prevention education) and rural and wildlife crime that blights our countryside. The Deputy Commissioner will continue to lead work to prioritise improvement to services for victims of domestic violence, particularly repeat victims.

We are entering a new era for policing and criminal justice reform, which includes Victims Services coming under the responsibility of the Commissioner. This presents opportunities for more joined up multi-agency approaches to delivering policing services, public service integration and co-location with key partners and stakeholders to support and deliver swift and sure justice for victims.

These priorities will make Nottingham and Nottinghamshire safer and a more prosperous place for us all to be proud of.

2. Realising The Vision

The Commissioner's vision is to protect people, by giving victims and citizens a bigger **VOICE** in policing to achieve a safer Nottingham and Nottinghamshire.

The Commissioner aims to deliver his policing priorities over the coming years through law enforcement and crime prevention and also through bringing together communities, the voluntary sector and relevant agencies to ensure that complex problems are addressed through partnership working.

The Commissioner will strive to deliver:

- Safer communities
- Improved trust and confidence in policing

- Value for money policing services

These outcomes will be achieved through the continuing duty to hold the Chief Constable to account for delivering policing, challenging the Chief Constable and other partner agencies to deliver value for money and improve community safety services with fewer resources. The challenges require joined up approaches to ensure that we work with communities to pursue swift and sure justice for victims, prevent crime, protect and intervene early and reduce reoffending.

3. Delivering My Policing Pledges

Over the last year there has been a great deal of energy focused on delivering activities to realise the Commissioner's pledges. However, there is still work to be completed to respond to ongoing policing and public sector reform challenges, and the following identifies the Commissioner's revitalised goals:

Campaign against Government funding cuts to Nottinghamshire's budget for policing

- Nottinghamshire is disadvantaged by the present funding formula. This is currently under review by the Home Office and will not be completed until 2016-17; the Commissioner has lobbied for this new formula to begin sooner, in the meantime, the current impact is a loss of £10.5m in grant per year for Nottinghamshire. This equates to more than 350 new Police Officers.
- The Commissioner has been leading innovation funding opportunities through local and regional bids with the 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 has also been part of successfully securing an innovation fund from the College of Policing for a 'Better Policing Collaborative'. This sees internationally recognised researchers who come from a wide range of academic disciplines working with forces on crime reduction and policing.
- There will be more focus on prevention and streamlining services to ensure value for money across policing, community safety and criminal justice. The HMIC Value for Money Profiles¹ provided the Commissioner with comparative data on a wide range of policing activities, including the Force's spend and how the crime rate differs from other force areas.
- There will be ongoing work to build alliances across criminal justice, local authorities and the fire and rescue service, voluntary sector organisations and the private sector, to explore opportunities for sharing services and co-location opportunities as we all strive to meet the challenges of reduced budgets while improving services for communities and victims.

¹ [HMIC Value for Money Profiles](#)

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

- There has been strong support for local policing, with an identified need to improve visibility and accessibility of policing on the streets and in local neighbourhoods.
- In his first year of office, the Commissioner has secured the recruitment of 161 police officers (either new recruits or transferees) and 90 PCSOs (as there have been officer's leaving the Force) this equates to an extra 89 police officers and 75 PCSOs during 2013-14.
- There will be continuing work to encourage more volunteering to support local crime prevention work which will include the introduction of Rural Special Constables and / or volunteer PCSOs.
- There will be a focus on streamlining staffing structures with fewer senior police officers and staff so that we can afford to recruit the highest number of frontline police officers and staff for local policing to meet community needs.
- Evidence shows that there are certain crime types that are more concentrated in certain areas, and that this is important for target hardening: ensuring police resources meet demand through designing out crime and making it harder for crime to be committed.

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

- There will be more focus on prevention to reduce demand, secure justice for victims and reduce reoffending to reassure the public and improve trust and confidence in policing.
- There will be a continuing multi-agency focus on action to tackle anti-social behaviour and manage high volume offenders to reduce the number of victims and improve the quality of life in neighbourhoods.
- There will be a targeted approach to high volume crime focussing on intelligence, prevention, enforcement and support. There will also be more focus on tackling noise and nuisance.
- The Commissioner's Alcohol Strategy² and supporting Action Plan will enable partners to tackle the causes of alcohol misuse and reduce the impact of drink-fuelled crime, which includes tackling the night-time economy anti-social behaviour.
- There will be a continuing focus on rural crime with improved messaging to farmers across the county and support to reduce wildlife crime and improve our natural environment.
- There will be more focus on reducing speeding and improving road safety prevention education with a commitment to work with the Nottinghamshire Fire and Rescue Service.
- There will be multi-level strategies for addressing serious and organised crime³, ensuring the concepts of prepare, protect, prevent and pursue are used to tackle the nature and manifestation of the threat.
- There is also a focus on the ongoing work to tackle gang and youth violence which is damaging to individuals, families and communities and it is imperative that young people are given the support to lead a crime-free life through early intervention and support.

² [The Commissioners Alcohol Strategy](#)

³ [Home Office: Serious and Organised Crime Strategy](#)

- There will be energy focused on working with the business community to develop a business crime strategy which will tackle serious issues of cyber-crime, cyber-fraud, money laundering, sexual exploitation, human slavery and child abuse.

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

- Violence is the second highest recorded crime across the policing area of the City and the County and there will be zero tolerance towards violence.
- Domestic violence accounts for 41% of the reported violence, a significant percentage being repeat victims of domestic violence. The Deputy Commissioner will continue to lead important work to reduce repeat victims of domestic abuse and crimes against girls and women.
- The successful pilot of the Domestic Violence Disclosure Scheme: Clare's Law in Nottinghamshire has now led to the national roll out of the Scheme and there will be a continued focus on improving services to victims of domestic abuse.
- The Deputy Commissioner is also reviewing the County domestic violence commissioned services, 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.

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

- The Commissioner has requested work to ensure that the new Code of Practice for Victims of Crime⁴ will be implemented alongside the Commissioner's new responsibility to commission victim's support services from October 2014.
- The police have a central role in protecting children, preventing and investigating crime through the Public Protection Unit.
- 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.
- 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.
- 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 and will be investing in training to ensure that it is used appropriately and to a consistently high standard. The Commissioner's mapping of restorative justice practice will be completed in the spring of 2014.

⁴ [The Code of practice for victims of crime and supporting public information materials](#)

Be fair, honest and protect taxpayers' money

- The Commissioner has supported the introduction of Leadership standards through the College of Policing's draft Code of Ethics,⁵ which outlines the principles and standards of behaviour expected of policing to improve the public's trust and confidence in policing.
- The Commissioner will continue to work with the Chief Constable and the wider community to ensure that the police treat individuals with respect and dignity, and aim to be more representative of the communities it serves.
- The Commissioner is committed to implementing the recommendations from the independent research into 'BME Experiences of Policing'.
- People need access to police officers more than buildings. The Commissioner's strategic priorities include the reduction of the number of buildings through estates business planning, together with working differently through co-locating and integrating services with our key partners and stakeholders, investing in mobile technology, reducing bureaucracy and improving information sharing to ensure a greater focus on increasing policing visibility, productivity and accessibility.
- The cost of the Commissioner's Office and staff is £1.1 million, which is significantly less than that of the former Police Authority (£1.25 million).
- There will be focused work to improve understanding of the needs of existing communities and new and emerging communities to build trust and confidence in policing and manage any potential future risk.
- There will be ongoing work to embed the recommendations and lessons learned through HMIC reviews, which will include 'Valuing the Police' and 'Crime Recording'.

There is still a great deal to achieve, and if we focus on prevention, deliver swift and sure justice for victims and reduce reoffending, then we can build a safer and more prosperous Nottingham and Nottinghamshire. This will reduce the fear of crime and lead to improved public confidence and trust in policing.

4. Values

The Commissioner's values are core to his way of working. There will be further emphasis on integrity, and improving confidence and trust in policing. The production of the first Social Responsibility Strategy demonstrates a commitment to gaining a deeper insight into the needs, wants and aspirations of communities for improving quality of life. The values are:

V ictims	by listening and taking action to protect and safeguard vulnerable people
O penness	by putting victims and the public at the heart of open and transparent decision-making
I nclusiveness	by working effectively with communities and businesses to tackle crime and anti-social behaviour

⁵ [College of Policing: Code of Ethics](#)

C ommunities	by ensuring fairness, respect and accountability to victims and communities
E mpowering	by engaging with victims and communities to help shape policing services and build stronger partnerships

5. Our Challenges

The Commissioner's 2013-18 Police and Crime Plan was published in April 2013 aided by the production of a detailed Joint Partnership Strategic Assessment, which led to the identification of seven thematic priorities.

There has been a repeat of the Joint Partnership Strategic Assessment exercise in 2013, together with extensive consultation and engagement to consider whether these seven priorities are still appropriate. This has been done by identifying and analysing recent changes in policing and community safety performance and intelligence, identifying significant issues which may present a threat, harm or risk to delivering policing and mitigation actions or appropriate interventions as part of the annual refresh process.

The Joint Partnership Strategic Assessment was conducted to:

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

The strategic context for delivering policing and community safety in Nottingham and Nottinghamshire extends from the global to the local level:

Global:

- Greater social mobility has made the world more accessible, with the internet and social media removing continental and country borders more widely than ever before.
- Law enforcement and other public and private sector partners will need to develop international multi-agency mechanisms to promote closer working relationships at local, regional, national and international levels; sharing data and capabilities.

- There is an increasing focus from the new National Crime Agency,⁶ which was launched in October 2013, towards identifying and assessing serious and organised crime groups; supporting policing to disrupt these groups and further develop sharing of information to build intelligence for understanding new and emerging crime.
- Cyber-crime has been identified as a significant economic threat to national security and as technology develops, so too do opportunities for crime: a rise in cyber-crime, cyber-fraud, money laundering, child sexual exploitation and human slavery impacts on individuals, communities and businesses.

National:

- The National Crime Agency is responsible for organised crime, economic crime, border policing and child protection.
- The New National Police ICT Company⁷ is aimed at helping police forces improve operational effectiveness and deliver better value innovative technology, which when fully operational will be owned by Police and Crime Commissioners.
- The National Integrity Programme will focus on leadership, standards and behaviours of policing.
- The Anti-social Behaviour, Crime and Policing Bill 2013,⁸ which will go through Royal Assent in the spring 2014, will introduce new police powers to tackle anti-social behaviour relating to dangerous dogs, firearms and forced marriage.
- The Ministry of Justice Strategy and Action Plan for Transforming the Criminal Justice System makes some significant proposals for improving efficiency.
- There will also be the creation of a new National Probation Service, extension of statutory supervision and rehabilitation of all 50,000 of the most prolific offenders, opening up the market for new rehabilitation providers, and a revised Code of Practice for Victims of Crime.
- There are continued financial challenges to the cost of policing, with a national focus on improving multi-agency information sharing to improve intelligence, identify gaps and pursue perpetrators to improve protection for victims.
- The scale of the threat to UK businesses and individuals posed by serious and organised crime is unclear, the National Fraud Authority estimate that in 2013 the loss to the UK economy through fraud was £58 billion, with cyber-fraud in the UK costed at £27 billion per annum – for small and medium-sized businesses the breakdown was £9.5 billion, and for individuals £9.1 billion.
- There will also be a need to understand the impact of migration and increased demands on public services, welfare, housing and a raft of other policy and social issues such as crime and disorder.

⁶ [National Crime Agency](#)

⁷ [The Police ICT Company](#)

⁸ [Anti-social Behaviour, Crime and Policing Bill](#)

Regional:

- Overall, forces have reduced their spending whilst largely maintaining services to the public, however, the different financial challenges of each of the forces in the East Midlands region means that there will be more opportunities for collaborative working to offset reduced funding and resources.
- The threat of serious and organised crime such as terrorism, modern slavery and human trafficking remain a focus of the East Midlands Serious and Organised Crime Unit.
- There is also a key focus to ensure that we are structured to tackle the growing areas of cyber-crime.
- The Police and Crime Commissioners for the East Midlands region commissioned HMIC to conduct a review of the arrangements for collaboration between the five forces.⁹
- HMIC found that the collaboration arrangements between the East Midlands forces (Derbyshire, Leicestershire, Lincolnshire, Northamptonshire and Nottinghamshire) had generated savings, and been effective in helping the forces tackle serious and organised crime in providing capacity, capability and resilience.
- Going forward there will be a clear vision and overarching plan for future collaboration, through a transformational change programme to improve the benefits of collaboration.

Local:

- Significant reforms and financial challenges face not only Nottinghamshire Police but our criminal justice, local authorities, fire and rescue service and voluntary sector partners.
- Sustainable policing requires more cooperative working, service integration, new approaches to commissioning, sharing services, co-location working and the reduction of our policing estate.
- Improving policing by consent and reducing the fear of crime requires strengthened community engagement, visible and accessible policing, a more representative and capable police force, improved opportunities for volunteering and empowerment of local communities to influence decisions in their local neighbourhoods.
- There is a national, regional and local need to understand existing and new and emerging communities' policing and community safety needs and identify and manage future policing demands.
- Reducing crime remains a national priority, being implemented locally through prevention strategies, restorative justice to meet the needs of victims and witnesses and focusing on priority crime types such as anti-social behaviour, violence, domestic abuse, alcohol and drug-fuelled crime, gang crime, shoplifting, rural and wildlife crime and noise and nuisance that blight communities.
- Local policing demands need to be balanced with tackling serious and organised crime, which includes cyber-crime, cyber-fraud, human

⁹ [Working Together: A review of the arrangements for collaboration between the five East Midlands police forces](#)

trafficking, human slavery, sexual exploitation, child abuse and safeguarding vulnerable children and adults.

- Improving efficiency and effectiveness requires investment in new and innovative ways of working, exploiting new technologies, reducing bureaucracy, sharing information and improving analytical capability to improve intelligence for preventing and responding to policing demand.

Police and Crime Commissioners are now key players in developing the response to serious and organised crime locally, by bringing together police, local government and other agencies such as the health service, housing associations and probation service to share information, and develop a common understanding of the problems, identify risk and coordinate the use of all available powers.

6. Consultation And Engagement

The Commissioner and his Deputy have encouraged contributions from partners, stakeholders and communities to explore ways of preventing crime and tackling those issues that affect public safety. They have undertaken extensive public consultation on policing and crime and this has been vital to help shape the decisions that have been made during the Commissioner's first year of delivering the Police and Crime Plan. There has been ongoing consultation and engagement with individuals and communities over the last year. The Commissioner has attended over 140 meetings and events to discuss local policing concerns with residents, victims of crime and partners. In relation to refreshing the plan this has included:

- **Consulting with the Chairs of Strategic Partnerships** – where the strategic priorities have been supported through the Joint Partnership Strategic Assessment.
- **Walkabouts by the Commissioner and the Deputy Commissioner** - in high crime areas across the City and the County, which have identified a need for improved visibility and accessibility of police officers and to improve understanding of the needs and aspirations for policing in local communities.
- **Public Stakeholder Forum** - on the 7th January the Commissioner met with BME communities, who identified priorities to improve: community engagement and empowerment, communication and listening to communities' needs, confidence in local policing, police representation of their communities, victims focus, respect for individuals; capability and competence of officers, accessibility and visibility of policing in local communities.
- **Public Stakeholder Forum** - on the 14th January the Deputy Commissioner met with women's groups, who identified priorities to improve: communication of community projects, aftercare for survivors/victims of crime, feedback to victims and focus on victims of child sexual exploitation and grooming.
- **County Residents' Satisfaction Survey 2013** - questions on the strategic priorities and setting the policing precept conducted by an external research company for Nottinghamshire County Council and participating partners which identified: all priorities were rated as important or very important (95%), the main other priorities suggested were better response times and getting more police on the beat (49%), the most popular form of communication by the

Commissioner was newsletters and leaflets (21%), local newspapers (19%), and respondents would be prepared to pay more for policing (56%), the majority of savings were identified to be generated from the Nottinghamshire Office of Police and Crime Commissioner (41%) and policing support functions (30%).

- **City Respect Survey 2013** - questions on the strategic priorities and setting the policing precept were included in a survey of Nottingham City residents on behalf of Nottingham City Crime and Drugs Partnership. 9 out of 10 respondents agreed that the 7 priorities were either “very” or “fairly important”.
- **The Commissioner’s website** – an on-line survey was used to seek the views on the strategic priorities and police precept. All priorities were rated as important or very important (over 90%), the most popular form of communication by the Commissioner being by newsletters and local newspapers, and respondents would be prepared to pay more for policing.
- **Commissioned focus groups** – Three focus groups were held in: Worksop, Bingham and Nottingham City Centre. Attendees were encouraged to reflect on the strategic priorities, and rank their top 3, with results being:
 - Focus on those local areas that are most affected by crime and disorder and anti-social behaviour.
 - Protect support and respond to victims, witnesses and vulnerable people.
 - Reduce the impact of drugs and alcohol on levels of crime and anti-social behaviour (ASB).

There is ongoing work through commissioned focus groups across the City and County to seek views on strategic priorities for victim’s and domestic violence.

7. Delivering Our Strategic Priorities

Taking account of the performance challenges and risks identified in the Joint Partnership Strategic Assessment and the outcome of the consultation and engagement exercises, the strategic priorities remain the same, with a minor alteration to priority theme 3 to include a focus on **priority crime types**. They 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

Appendix A provides a detailed overview of the Commissioner’s Strategic Framework, outlining the priorities and their supporting actions to be delivered.

8. Partnership Priorities

The Police Reform and Social Responsibility Act 2011¹⁰ places a mutual duty on the Commissioner and responsible authorities in the Community Safety Partnerships (CSPs) to cooperate to reduce crime, disorder and reoffending. There is also a similar reciprocal duty on the Commissioner and Criminal Justice bodies to cooperate.

Nottinghamshire Police

The Commissioner sets the strategic vision for policing for Nottinghamshire. The Chief Constable sets out how to deliver this vision for Nottinghamshire Police. The Chief Constable's vision is to be the best performing police force in England and Wales which is identified in his Policing Plan. This Plan aligns the Commissioner's priorities within the following three priorities:

1. To cut crime and keep you safe
2. To spend your money wisely
3. To earn your trust and confidence

Nottingham Crime and Drugs Partnership¹¹

The Nottingham Crime and Drugs Partnership (CDP) is a multi-agency organisation responsible for reducing crime and substance misuse in Nottingham. The Partnership is made up of a number of statutory and non-statutory agencies including the Police, the City Council, the Fire and Rescue Service, the Probation Service and the Clinical Commissioning Group, Nottingham City Homes, Nottingham Trent University, One Nottingham and the Safer Nottinghamshire Board. The CDP is a statutory Community Safety Partnership under the Crime and Disorder Act 1998, which requires all key agencies in Nottingham to work together in the reduction and prevention of crime.

The overall aims of the Partnership are to:

- Reduce All Crime
- Reduce Anti-Social Behaviour
- Reduce Substance Misuse
- Reduce Reoffending

Safer Nottinghamshire Board¹²

The Safer Nottinghamshire Board (SNB) is a countywide strategic group that is required under the Crime and Disorder Regulations 2007¹³ to ensure the delivery of shared priorities and a community safety agreement. It supports local community safety partnerships, which were set up as statutory bodies under sections of the Crime and Disorder Act 1998, and aims to bring together agencies and communities to tackle crime and anti-social behaviour in local areas. The three Community Safety Partnerships (CSP) are: Ashfield and Mansfield CSP; South Notts CSP; and

¹⁰ [Police Reform and Social Responsibility Act 2011](#)

¹¹ [Nottingham Crime & Drugs Partnership Plan 2011-14 Year 3](#)

¹² [Safer Nottinghamshire Board](#)

¹³ [Crime and Disorder \(Formulation and Implementation of Strategy\) \(Amendment\) Regulations 2012](#)

Bassetlaw, Newark and Sherwood CSP. The SNB has identified seven strategic priorities, which have been allocated champions to progress:

- Serious acquisitive crime
- Violent crime
- Domestic violence
- Anti-social behaviour
- Drugs and alcohol
- Youth issues
- Hate crime

These priorities are being directed towards fifteen areas having the highest levels of priority crimes, and are termed 'Priority Plus' areas.

9. Measuring How Well We Are Doing

The Commissioner has been working with the Force and partners to identify the measures and targets that will monitor the delivery of the Police and Crime Plan and demonstrate efficient and effective policing in Nottinghamshire.

Strategic Priority Theme 1: Protect, support and respond to victims, witnesses and vulnerable people			
Measure		Objective	Target
1	Percentage of victims of crime that are completely, very or fairly satisfied with the service they have received from the police	A year-on-year improvement in satisfaction levels	90% of victims completely, very or fairly satisfied
2	Percentage of victims and witnesses satisfied with the services provided in court	A year-on-year improvement in satisfaction levels	An increase in the percentage of victims and witnesses satisfied compared to 2013/14
3	Percentage of people who agree that the police and council are dealing with local anti-social behaviour (ASB) and other crime issues	A year-on-year improvement in agreement levels	60% agreement by 2015-16
4	Percentage reduction of people that have been repeat victims within the previous 12 months	Reduce the number of repeat victims of domestic violence, hate crime and ASB	A reduction in the number of repeat victims of domestic violence compared to 2013/14
			A reduction in the number of repeat victims of hate crime compared to 2013/14
			To monitor repeat victims of anti-social behaviour incidents
			To monitor the number of domestic abuse incidents and crimes and proportion which are repeats
5	Public confidence in reporting offences to the police	Encourage the increased reporting of serious sexual offences	To monitor the number of Serious Sexual offences

		Encourage the increased reporting of domestic abuse (incidents and offences)	To monitor satisfaction levels of victims of domestic abuse through the Force Victim Surveys
		Encourage the increased reporting and identification of Hate Crime	To monitor the number of Hate Crimes and proportion which are repeats
6	The number of people Killed or Seriously Injured (KSIs) on Nottinghamshire's roads	40% reduction in all KSI RTCs by 2020 (from 2005-09 average)	To maintain a reduction in the number of persons KSI on Nottinghamshire's roads, in-line with the Nottinghamshire Road Safety Partnership target of a 50% reduction by 2020 (from the 2005-2009 baseline) This can be monitored according to an annualised (calendar year) target, which will be calculated at the start of each year
		Monitor KSIs for 0-15 year olds	The County has a 40% KSI reduction target for 0-15 year olds
7	The number of non-crime related mental health patients detained in custody suites	Reduce the number of non-crime related mental health patients detained in custody suites	A reduction in the number of non-crime related mental health patients detained in custody suites compared to 2013-14

Why is it important?

- Surveys identify getting back to victims and keeping them informed is a priority for improving satisfaction.
- Supporting victims and witnesses improves sure and swift justice.
- Community engagement and consultation identifies a need to improve accessibility and visibility of the police in local communities.
- Performance figures identify high levels of repeat victims. The Commissioner's focus is that victims are the most important part of any crime.
- Domestic violence accounts for 41% of the reported violence against a person; a significant proportion is repeat victimisation.
- There are a high number of people killed or seriously injured on Nottinghamshire's roads.

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

Measure		Objective	Target
1	Percentage of Crown Court files to be submitted by the police to the Crown Prosecution Service on time and without errors	A continued improvement in the quality and timeliness of files submitted by the police to the Crown Prosecution Service	A reduction in the error rate and late rate compared to 2013/14 ¹⁴
2	Crown Court and Magistrates conviction rates	A continued improvement in the conviction rates for the Crown Court and Magistrates Court	To record a conviction rate in line with the national average
3	Early Guilty Plea Rate for the Crown Court and Magistrates Court	The Police and CPS to effect continued improvement in the Early Guilty Plea rate for the Crown Court and Magistrates Court	An increase in the Early Guilty Plea rate compared to 2013/14 To be better than the national average
4	Attrition Rate for the Crown Court and Magistrates Court	The Police and CPS to effect continued improvement in the Attrition Rate for the Crown Court and Magistrates Court	A decrease in the Attrition rate compared to 2013/14 To be better than the national

¹⁴

It should be noted that file numbers received from Courts are low

			average
5	Percentage of effective trials in the Magistrates' and Crown Courts (HMCTS Measure)	The Police and CPS to effect continued improvement in the Effective Trial Rate for the Crown Court and Magistrates Court	Reduce % ineffective trials compared to 2012/13 Achieve an effective trial rate of 50%
Why is it important? <ul style="list-style-type: none"> Partnership working to improve an efficient and effective criminal justice system. Improving efficiency and effectiveness in the criminal justice system for positive outcomes for victims and witnesses. The Commissioner is focused on the needs of victims, and supporting them to take an active role in restorative justice. 			

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

Measure		Objective	Target
1	Reduction in 'All Crime' across the Force	Reduce Crime in Nottinghamshire with a focus on reducing offences which have a high victim impact and reducing offences in those local areas which experience a high level of crime	A reduction in All Crime compared to 2013/14
			A reduction in the number of victim-based crimes compared to 2013/14 ¹⁵
			To monitor the number of offences in those local areas which experience a high level of crime
			To significantly reduce levels of serious acquisitive crime, violence with injury and reduce shop theft.
2	Reduction in anti-social behaviour (ASB) incidents across the Force	Reduce ASB incidents in Nottinghamshire with a focus on those local areas which experience a high level of ASB	A reduction in ASB incidents in line with the long-term target of a 50% reduction by 2015/16 (compared to the 2011/12 baseline)
3	The detection rate (including Positive Outcomes) for Victim-Based Crime	An improvement in the detection rate (including positive outcomes) for victim-based offences	An increase in the detection rate for victim-based crime
		To ensure the appropriate and effective use of Community Resolution disposals	To monitor: <ul style="list-style-type: none"> A. the proportion of Community Resolution disposals B. Detection rate for Total Crime

Why is it important? <ul style="list-style-type: none"> There is a national target to reduce crime. Priority focus on prevention to reduce demand, with continuing multi-agency action to tackle anti-social behaviour and manage high volume offenders to reduce the number of victims. The Commissioner's Victim's Strategy and Commissioning Framework will be developed by spring 2014. 			
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Strategic Priority Theme 4:
Reduce the impact of drugs and alcohol on levels of crime and anti-social behaviour

Measure		Objective	Target
1	The number of Alcohol-related crimes	Reducing alcohol related crime and ASB	To monitor the number of crimes and ASB which appear to be alcohol-related

¹⁵ In support of this target, Burglary Dwelling, Robbery and Violence with Injury will be priority areas

		Improve data quality in order to better understand the nature of alcohol-related crime	To monitor the proportion of alcohol-related violent crime
2	Reoffending of drug fuelled offenders in the Force IOM cohort	An evidenced improvement in reoffending levels and seriousness of offences committed by drug-fuelled offenders in the IOM cohort	To monitor the number and seriousness of offences committed by drug-fuelled offenders in the IOM cohort

Why is it important?

- Alcohol misuse has been linked to more than 1 million crimes in the UK each year, particularly violent crime and disorder.
- The Commissioner's Alcohol Strategy and Action Plan identifies key activities to tackle alcohol-related crime.
- Consultation has indicated that alcohol-related violence, anti-social behaviour, and drug dealing are major concerns for local people.
- The introduction of the Anti-social Behaviour, Crime and Policing Bill 2013 will introduce new powers for policing and community safety once it becomes an Act in the spring of 2014.

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

Measure		Objective	Target
1	The number of Proceeds of Crime Act (POCA) confiscation and forfeiture orders	To improve the POCA process and maximise opportunities to publicise successful POCA operations in order to improve public confidence	A 10% increase in the number of orders compared to 2013/14
2	Force threat, harm and risk (THR) assessment level	To meet the Strategic Policing requirements of capability and capacity	To reduce the Threat, Harm and Risk below the 2013-14 level
3	Reported drug offences	To encourage the increased reporting of offences of the production and supply of drugs	To monitor the number of production and supply of drugs offences

Why is it important?

- There are further opportunities to generate income from those involved in organised crime under the Proceeds of Crime Act.
- The threat of an increase in organised crime is highlighted as a national risk, and under the Strategic Policing Requirement (SPR) the Commissioner and the Chief Constable are required to maintain sufficient capacity and capability to support the national Organised Crime Strategy.

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

Measure		Objective	Target
1	Reoffending of offenders in the Force IOM cohort	An evidenced improvement in reoffending levels and seriousness of offending from offenders in the IOM cohort	Monitor the number and seriousness of offences committed by offenders in the IOM cohort ¹⁶
2	Youth Offender reoffending rates	To better understand youth reoffending and to create a baseline for future performance monitoring	To monitor reoffending rates and offending levels of youth offenders in the Youth Justice System
3	Community Resolutions for Youth Offenders	To better understand recidivism in Youth Offenders following a Community Resolution disposal, and to create a baseline for future performance monitoring	To monitor reoffending in Youth Offenders who have received a community resolution

Why is it important?

¹⁶

Monitoring this year will provide a baseline for future targets setting.

- Current figures for proven reoffending show that the percentage of offenders who go on to commit a further offence within 12 months needs reducing.
- The Commissioner will focus on prevention to reduce demand, securing justice for victims and reducing reoffending to reassure the public and improve confidence in policing.

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Strategic Priority Theme 7: Spending your money wisely			
Measure		Objective	Target
1	Make efficiency savings	<p>Savings in line with MTFP by the end of each financial year</p> <p>Detailed plans are in place to ensure the savings target is met. However, detailed data remains unavailable as to progress against these targets.</p> <p>Confirmed efficiencies are currently being made through staff savings and savings from Fleet, Estates and Collaboration.</p>	To be confirmed following budget dialogue
2i	Total number of days lost to sickness (police officer)	To monitor the number of days lost to sickness to ensure that the Force remains in line with national trends	3.7 % for officers (8.2 days)
2ii	Total number of days lost to sickness (police staff)	To monitor the number of days lost to sickness to ensure that the Force remains in line with national trends	3.7 % for staff (8.2 days)
3	BME representation	To reduce the gap in current BME representation within the Force and local BME community representation in respect of: Recruitment for officers and staff to reflect the local community	Increase BME representation within the Force to reflect the BME community ¹⁷
Why is it important? <ul style="list-style-type: none"> The Commissioner has a legal requirement to provide a balanced budget and monitor spend against budget for police and crime. Sickness monitoring contributes to providing an effective and efficient workforce. The Commissioner aims to ensure that Nottinghamshire Police is an employer that reflects the communities it serves. 			

10. Accountability

The Police and Crime Plan sets out the Commissioner's governance and accountability arrangements; these are further outlined in the Commissioner's Governance Framework.¹⁸ The Commissioner has produced his Annual Governance Statement, reporting against the 'Delivering Good Governance' principles. There has been an annual governance review and the production of the Group Statement of Accounts for 2012-2013¹⁹ which reflects the financial position of meeting continued savings of £10m each year while increasing visibility and accessibility of policing. There has also been the production of the Code of Corporate Governance which sets out the standard that the Commissioner and the Chief Constable will govern as separate corporations sole.

¹⁷ The overall objective is for the Force to represent the community it serves. The county BME population is 11.2%.

¹⁸ [Governance Framework](#)

¹⁹ [Nottinghamshire Police and Crime Commissioner and Group Statement of Accounts 2012-2013](#)

11. Resourcing Our Priorities

To date £42 million of efficiencies has been delivered to balance the budgets since austerity measures were taken by the government. There is an identified need to find on average £10 million in savings each year is set to continue. Despite this the Commissioner has made significant progress in increasing the number of Police Officers and PCSO's in line with his election promises. By April 2015 there will be 2142 police officers, an increase of 120 since 2012-13 and 375 PCSO's an increase of 75 since 2012-13.

However, in order to continue delivering the required efficiencies the Force is developing a programme of significant transformational change, through a Target Operating Model (TOM). This will change the way in which the policing service in Nottinghamshire is provided in the future. The TOM is largely predicated on a different workforce mix of Police Officers and staff.

Some steps to transformational change have already been put in place, such as the reduction in the size of the police estate and rationalisation of front counters. The focus will be on maintaining a police presence to support the vision of policing; through more partnership co-location, digitalisation and agile working.

To achieve the efficiencies there will be increased work in collaboration with our regional police areas and the development of collaboration at a local level with partners. We all need to reduce services together to ensure burdens are not transferred.²⁰

The estimated funding for the Commissioner over the next four years is as follows:

	2014-15 £m	2015-16 £m	2016-17 £m	2017-18 £m
Police & Crime Grant	133.6	127.0	121.9	117.1
Council Tax Legacy Grant	9.7	9.7	9.7	9.7
Precept	50.5	51.5	52.5	53.6
Collection fund surplus/(deficit)				
TOTAL	193.8	188.2	184.2	180.4

Collection fund balances are unknown at this stage with declarations from billing authorities not being due until 31st January. If there is a net surplus this will be transferred to the Grants and Commissioning Reserve.

The net expenditure requirements are provided below:

	2014-15 £m	2015-16 £m	2016-17 £m	2017-18 £m
Previous year net expenditure	196.9	195.8	185.3	193.2
Net changes for pressures	11.6	(10.5)	7.9	7.0
Net expenditure requirement	208.5	185.3	193.2	186.2

²⁰ Reference: Police and Crime Panel budget papers 3 February 2014

The summary financial position is detailed below:

	2014-15 £m	2015-16 £m	2016-17 £m	2017-18 £m
<u>Policing element</u>				
Net Expenditure	203.9	188.5	188.8	181.8
Savings efficiencies & reserves	(14.6)	(7.6)		
sub-total	189.3	180.9	188.8	181.8
<u>Grants & Commissioning</u>				
Net Expenditure	4.6	4.5	4.4	4.4
Savings efficiencies & reserves	(0.1)	(0.1)		
sub-total	4.5	4.4	4.4	4.4
Total net expenditure	193.8	185.3	193.2	186.2
<u>Financing available</u>				
Grants	143.3	136.7	131.7	126.8
Precept	50.5	51.5	52.5	53.6
Total Financing	193.8	188.2	184.2	180.4
Contribution (from)/to Reserves incl above	(2.0)	2.9		
Further savings required			9.0	5.8

The Commissioner recognises that achieving these levels of efficiencies will be challenging, but he has mapped out a robust programme of work and monitoring with the Force.

12. Delivering Value For Money

The commissioned Deloitte Base Budget Review and the HMIC annual Value for Money (VFM) Profiles have identified the following ten key areas for savings, which form part of an improvement plan of action for the Force which is monitored by the Commissioner:

- Fleet management
- Reduce demand and deployment
- Airwave Radio – use of radios and other technology
- Corporate Services
- Estates management
- Criminal Justice
- Procurement
- Workforce modernisation
- East Midlands Collaboration Programme
- Finance

The table below summarises the savings plans currently in place for the next two years:

Efficiencies	2014-15 £m	2015-16 £m
Collaboration	0.3	1.1
Procurement	1.3	
Estates	1.4	
Corporate Services	2.9	
Fleet	0.2	
Income generation	1.2	
Commissioners Office	0.1	0.1
TOTAL Efficiencies	7.4	1.2

In addition to the efficiencies planned it is anticipated that the TOM will start to deliver savings in 2014-15 and these are summarised as:

TOM savings	2014-15 £m	2015-16 £m
Collaboration	0.3	4.2
Local policing re-design	2.0	2.6
Systems thinking	2.0	1.5
Regional ICT	1.0	1.0
Total TOM Savings	5.3	9.3

There will be a focus on the Force's efficiency savings programme which will be monitored by the Commissioner and reported to the Joint Audit and Scrutiny Panel to demonstrate delivering improved value for money policing.

13. Stage 2 Staff Transfer

The Police Reform and Social Responsibility Act 2011 outlined that there were two stages of staff transfer. Stage one from the 22 November 2012 when the Commissioner took up office, whereby all police staff moved by law to his employment from the previous Police Authority, and existing delegations of direction to the Chief Constable remained. Stage two, which will be completed by no later than the 1 April 2014, enables the movement of staff employment from the Commissioner to the Chief Constable, which has been agreed by the Home Secretary.

The Stage Two Second Transfer is a '**Maximum Transfer**' model for Nottinghamshire Police, which means the transfer of all police staff from Operational Frontline, Operational Support and Business Support²¹ functions to the employment of the Chief Constable. The Deputy Commissioner and the staff employed to work within the Nottinghamshire Office of the Police and Crime Commissioner will remain under the employment of the Commissioner. In addition the Force will provide

²¹ The definitions of Operational Frontline, Operational Support and Business Support functions have been taken from the 2013 HMIC Report: [Police Governance in Austerity](#)

business support to the Commissioner as identified within the Working Relationship Agreement and in line with the Policing Protocol Order 2011.

14. Smart commissioning

The Commissioner currently commissions community safety work, through community safety partnerships and the Community Safety Partnership Fund and a small grants programme aimed at voluntary and community organisations. From October 2014 he will also commission Victim Support and Restorative Justice services. To ensure that he delivers high quality effective services, he has commissioned independent research into victims' support needs. The researchers will report in March and their findings will be brought together with the results of a separate restorative practice mapping exercise and strategy. This will inform the Commissioner's Victims' Strategy and Commissioning Framework, which will be developed in spring 2014.

Appendix A: Strategic Framework

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BUILDING SOCIAL CAPITAL – Refreshed Police and Crime Plan 2014 – 2018						
The Vision 'The People's Commissioner'	...giving victims and citizens a bigger VOICE in policing to achieve a safer Nottingham and Nottinghamshire...	To achieve outcomes of: <ul style="list-style-type: none">• Safer communities• Improved trust and confidence in policing• Delivering value for money policing services		To achieve objectives of: <ul style="list-style-type: none">• Reduced crime and anti-social behaviour• Fairer treatment of victims and citizens• Better use of resources		To be measured by demonstrating: <ul style="list-style-type: none">• Ranked in the top 10 Police forces for reducing crime• Ranked in the top 5 forces for victims satisfaction• Efficient and effective use of budget and resources• Increased representation of BME through recruitment
REDUCING CRIME AND ANTI-SOCIAL BEHAVIOUR BY WORKING WITH COMMUNITIES, BUSINESSES, PARTNERS, VOUNTARY AND THIRD SECTOR						
Pledges	<ul style="list-style-type: none">• Campaign against Government funding cuts to Nottinghamshire's Police budget• Improve Community Policing across Nottinghamshire by taking on 150 extra Police Officers and 100 PCSOs• Work in Partnership to reduce anti-social behaviour by 50%					<ul style="list-style-type: none">• Give extra priority and resources to domestic violence and crimes against girls and women• Ensure that victims of crime are treated as people, not cases, and Victim Support is properly funded• Be fair, honest and protect taxpayers' money
COMMUNITY ENGAGEMENT AND CONSULTATION						
We Value	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	
STRATEGIC THEMES AND KEY ACTIVITIES FOR THE DELIVERY PLAN						
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
<p>C - Design and commission core and targeted services for victims</p> <p>C – Improve support for young victims of crime, safeguarding children and vulnerable adults</p> <p>C - Complete the County wide review of domestic violence services to provide recommendations to improve services</p> <p>C - Improve BME recruitment, training, stop and search experience of policing together with implementing the commissioned research recommendations</p> <p>C – Work in partnership to ensure vulnerable people are dealt with more appropriately under Section 136 of the Mental Health Act 2007</p> <p>F - Focus on understanding and responding to the individual needs of victims and witnesses, in line with the Code of Practice for victims of crime</p> <p>F - Prioritise the early identification, protection, support and response to those who are most vulnerable to crime, abuse, exploitation and repeat victimisation</p> <p>F - Strive to understand, engage and communicate with all of our communities</p> <p>F - Ensure that the diverse needs of detainees are met and risks in custody are managed appropriately</p> <p>F - Improve road safety and protect the most vulnerable road users</p> <p>P - Develop an action plan to protect and reduce violence to young women and girls in gangs</p> <p>P - Promote and develop opportunities for local communities, individuals and businesses to work together to reduce crime through developing a Business Crime Strategy</p> <p>P - Improve witnesses and victims' experience and participation levels in the Criminal Justice System by removing barriers</p>	<p>C - Seamless support for victims and witnesses going through the Criminal Justice System</p> <p>C - Implementing Restorative Justice Strategy and Action Plan, covering training gaps in Criminal Justice and other issues</p> <p>F - Continually review and improve the response to and investigation of reports of crime and disorder</p> <p>F - Identify, develop and implement new and more effective ways of working to improve the quality of experience provided by the criminal justice system</p> <p>F - Publicise, where possible, the outcomes of criminal cases using a range of traditional and new media channels</p> <p>F - Utilise the power to stop and search in a necessary and proportionate manner, sharing data with local communities to demonstrate that the power is being used appropriately</p> <p>P - Expose opportunities to involve victims of anti-social behaviour and crime in neighbourhood justice</p>	<p>C - Rollout improved public transport safety schemes including the Safer Cab Scheme</p> <p>C - Continue to support partnership working on high impact neighbourhoods across the City and partnership priority areas across the County</p> <p>C - Work with partners to protect local natural environments from issues of trespass, damage and wildlife crime and tackle rural crime of theft and improve cross border working</p> <p>F - Implement prevention, intelligence and enforcement strategies for priority crime types:</p> <ul style="list-style-type: none">• Violence (domestic violence, hate crime, robbery, night time economy and public space violence, gang and youth violence)• Burglary• Serious sexual violence and rape• Theft and handling (shop theft and mobile phone theft) <p>F - Target those high priority neighbourhoods identified through the Nottinghamshire Crime and Drugs Partnership (CDP) and Safer Nottinghamshire Board (SNB)</p> <p>F - Develop and implement innovative crime and anti-social behaviour prevention strategies</p>	<p>C - Lead the implementation of the Alcohol Strategy and Action Plan</p> <p>C - Jointly commission substance misuse services</p> <p>F - Reduce the demand for and supply of illegal drugs, tackling Class A drug trafficking; closing crack houses and disrupting cannabis cultivation</p> <p>F - Improve the effectiveness of assessment and treatment for drugs, alcohol, mental health issues and learning difficulties in custody, prisons and the community</p> <p>F - Develop and implement multi-faceted partnership problem solving plans for each of the key Night Time Economies (NTEs) within the City and town centres</p> <p>F - Encourage positive changes in drinking habits and raise public awareness of the risks associated with misuse of drugs and alcohol</p> <p>P - Improve drug and alcohol treatment and assessment in custody, prisons and the community</p> <p>P - Ensure the robust enforcement of licensing conditions of pubs and clubs causing the most concerns</p>	<p>C - Develop options for local and regional serious and organised crime strategies to tackle, cybercrime, fraud, money laundering, sexual exploitation and human trafficking</p> <p>C - Encourage greater regional collaboration between Forces for crime, criminal justice and operational support</p> <p>C - Support the Ending Gang Partnership programme and enhance community involvement</p> <p>C - Promote activities to build active communities to improve relationships and community cohesion</p> <p>C – Improve multi-agency demand profiling of impacts and resources of increases of new and emerging communities within the City and County</p> <p>F - Work closely with the East Midlands Special Operations Unit (EMSOU), the National Crime Agency (NCA) and local partner organisations</p> <p>F - Proactively investigate money laundering offences and pursue criminals through the courts to derive maximum benefit from the Proceeds of Crime Act (POCA)</p> <p>F - Target organised criminal activity through the use of Organised Crime Group (OCG) mapping and management</p> <p>F - Utilise Automatic Number Plate Recognition (ANPR) technology to reduce organised road crime and deny criminals the use of the road</p>	<p>C - Work in partnership to address the mental health needs of offenders and victims</p> <p>C - Provide positive activities for young people at most risk of getting involved in offending and anti-social behaviour</p> <p>C – Ensure vulnerable people are dealt with more under section 136?</p> <p>C – Work with local partners and MOJ officials to ensure transforming rehabilitation to have a positive impact locally</p> <p>F - Utilise Integrated Offender Management (IOM) to deliver critical interventions to those offenders who commit the greatest number of offences</p> <p>F - Adopt an integrated partnership approach to preventing demand for public, private and third sector services</p> <p>F - Develop early intervention plans aimed at diverting young people away from crime and improving community cohesion</p> <p>P - Work through the Multi Agency Public Protection Arrangements (MAPPA), to manage supervision in the community of the most dangerous violent and sexual offenders</p> <p>P - Expand the use of restorative justice by partners and ensure consistent application of practice</p> <p>P - Provide support to complex and priority troubled families</p>	<p>C - Implement the commissioning strategy to target resources to local communities to help resolve local problems</p> <p>C - Develop a regional transformational programme of change to deliver value for money</p> <p>C - Achieve greater financial savings from regional collaboration</p> <p>C – Coordinate the rationalisation of the Force's property estate, working with partners to maximise integrated working, and rationalise the vehicle fleet whilst continuing to improve quality, suitability and performance</p> <p>C - Implement and promote the Social Responsibility Strategy</p> <p>C - Recruit more volunteers, including cadets, Rural Specials, Specials, volunteer PCSOs, and Neighbourhood Watch</p> <p>F - Redesign the police workforce and integrate opportunities for volunteering through a target operating model approach</p> <p>F - Implement sustainable workforce planning, building a culture of excellence and innovation while addressing any disproportionality</p> <p>F - Explore opportunities for collaboration and partnership to reduce costs and improve services whilst continuing to meet the Strategic Policing Requirement (SPR)</p> <p>F - Provide officers and staff with joined up, innovative, reliable and easy to use technologies that make them more effective and accessible, and make their jobs easier</p>
PERFORMANCE MANAGEMENT (BALANCED SCORECARD)						
<ul style="list-style-type: none">• Improve satisfaction for victims' satisfaction in policing / victims and witnesses in court• Improve confidence with anti-social behaviour and crime• Reduce number of repeat victims• Reduce number of people killed or seriously injured on our roads	<ul style="list-style-type: none">• Improve timeliness and quality of court files• Improve Magistrates and Crown Courts conviction rates• Improve effective trials	<ul style="list-style-type: none">• Reduce 'All Crime' across the Force• Reduce anti-social behaviour• Improve detection	<ul style="list-style-type: none">• Reduce the number of alcohol-related crimes• Reduce drug related reoffending• Encourage reporting drug related offences	<ul style="list-style-type: none">• Improve the number of Proceeds of Crime Act (POCA) confiscation and forfeiture orders• Reduce threat, harm and risk (THR)	<ul style="list-style-type: none">• Reduce reoffending• Improve understanding of youth offending• Improve understanding of recidivism in youth offenders following community resolution	<ul style="list-style-type: none">• Make efficiency savings• Monitor total number of days lost due to sickness• Improve BME representation

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.