

STRATEGIC RESOURCES & PERFORMANCE MEETING

Tuesday, 15 March 2016 AT 11.15am

County Hall, West Bridgford, Nottingham NG2 7QP

Membership

Paddy Tipping – Police and Crime Commissioner
Chris Cutland – Deputy Police and Crime Commissioner
Kevin Dennis – Chief Executive, OPCC
Charlie Radford – Chief Finance Officer, OPCC
Chris Eyre – Chief Constable, Notts Police
Sue Fish – Deputy Chief Constable, Notts Police
Simon Torr – Assistant Chief Constable, Notts Police

A G E N D A

1. Apologies for absence
2. Declarations of Interest
3. Minutes of the previous meeting held on 16 November 2015
4. Performance and Insight report
5. Finance Performance and Insight Report
6. HMIC Inspection update - Public Protection
7. Equality and Diversity and Human Rights performance and monitoring
8. Chief Constable's update report
9. Workforce planning

10. Environmental Management Performance
11. Refreshed Police and Crime Plan (2016-18)
12. Work Programme

NOTES

- Members of the **public are welcome to attend** to observe this meeting
- For **further information** on this agenda, please contact the Office of the Police and Crime Commissioner on 0115 9670999 extension 801 2005 or email nopcc@nottinghamshire.pnn.police.uk
- A **declaration of interest** could involve a private or financial matter which could be seen as having an influence on the decision being taken, such as having a family member who would be directly affected by the decision being taken, or being involved with the organisation the decision relates to. Contact the Democratic Services Officer: alison.fawley@nottsc.gov.uk for clarification or advice prior to the meeting.

NOTTINGHAMSHIRE POLICE AND CRIME COMMISSIONER
Arnot Hill House, Arnot Hill Park, Arnold, Nottingham, NG5 6LU

MINUTES OF THE MEETING OF THE
NOTTINGHAMSHIRE POLICE AND CRIME COMMISSIONER
STRATEGIC RESOURCES AND PERFORMANCE MEETING
HELD ON MONDAY 16TH NOVEMBER 2015
AT GEDLING BOROUGH COUNCIL, ARNOT HILL PARK, ARNOLD
NOTTINGHAM
NG5 6LU
COMMENCING AT 12 NOON

MEMBERSHIP

(A – denotes absence)

Paddy Tipping – Police and Crime Commissioner
Chris Cutland – Deputy Police and Crime Commissioner
Kevin Dennis – Chief Executive, OPCC
Charlie Radford – Chief Finance Officer, OPCC
Paul Dawkins – Assistant Chief Officer, Finance
Chris Eyre – Chief Constable, Nottinghamshire Police
Sue Fish – Deputy Chief Constable, Nottinghamshire Police
A Simon Torr – Assistant Chief Constable, Nottinghamshire Police

OTHERS PRESENT

Pete Barker – Democratic Services, Notts County Council
Paul Burrows – Superintendent, Nottinghamshire Police

MINUTES OF THE PREVIOUS MEETING HELD ON 11 SEPTEMBER 2015

Agreed

STOP AND SERACH – THE JOURNEY SINCE 2012

Superintendent Paul Burrows presented the report and informed members that the Force's approach was based on intelligence which had played its part in reducing the numbers of those stopped and searched. The Scrutiny Board also played a role in developing policy in this area, most recently in the use of body-worn video.

During discussion the following points were raised:

- The Commissioner asked whether the membership of the Scrutiny Board was constant and Inspector Burrows explained that there were a core group of 10

members which meant that repeated conversations were avoided. Nearly all the members were professionals providing a high level of scrutiny with the minutes of meetings published on the Force's website.

- The Commissioner referred to the Met's view where the increase in knife crime had been linked to a decrease in the use of stop and search and wondered whether that view was shared in Nottinghamshire. Inspector Burrows replied that there might be a link but reiterated that the approach in Nottinghamshire was focussed and intelligence led. The Deputy Chief Constable stated that while knife crime in London may well be on the increase the officers there did not receive the support and resources available to the Notts Force which included the use of the mobile data app and several phases of training.
- The Commissioner asked about the use of body-worn video and that young people he had met had spoken of not being treated with respect when stopped. Inspector Burrows said that the roll out of the equipment had started and the feedback to date had been good. It was felt that the introduction of the equipment was a positive step which would affect the behaviour of both officers and those being stopped. The Data Commissioner had been approached and asked whether it would be possible for footage to be shown to members of the Scrutiny Board. The assumption is that all stop and search incidents will be recorded.
- The Deputy Commissioner welcomed the report and asked whether, despite the low number of complaints, any learning had taken place. Inspector Burrows replied that because of the low number of complaints all of them were taken to the Scrutiny Board. To date no actions had arisen but the data was constantly being reviewed and work was being undertaken with young people to help them understand the complaints procedure and give them the confidence to complain.
- The Commissioner thanked Inspector Burrows personally for his work in this area and asked that his thanks and appreciation be passed on to Inspector Burrows' colleagues.

RESOLVED 2015/028

That the contents of the report and appendix be noted.

POLICE AND CRIME PLAN (2015-18) – 6 MONTH MONITORING REPORT

Kevin Dennis introduced the report and confirmed to members that it was the same report as previously presented to the Police and Crime Panel.

During discussions the following points were raised:

- The use of the red/green/amber categories gave a sense of direction and were a value judgement and Kevin confirmed that the OPCC attempted to be fair and unbiased in these judgements. The Chief Constable compared the current situation favourably to the time when the Police Authority existed and long conversations would take place over the definitions. He felt the current system worked as long as deadlines were not extended just to retain a green classification.

RESOLVED 2015/029

That the report be noted.

PERFORMANCE AND INSIGHT REPORT

The Deputy Chief Constable introduced the report and informed members that though all crime was increasing this was mainly down to the changes in recording practices and the Force was the only one outperforming the core cities target. The Force was also performing well in the areas of burglary and robbery. The HMIC was to commence unexpected visits but the Deputy Chief Constable was confident that the Force would be compliant in the vast majority of cases. Knife crime had been made a priority in the City, the plan had been revitalised and the work with the CDP was focussing on prevention. The reporting of sexual offences followed the upward national trend and the Deputy Chief Constable explained that the post-Saville effect was still exerting an influence. The Force had received positive feedback from the HMIC for its work in this area but the volume and complexity of the cases continued to pose a challenge. ASB offences were reducing. There was a seasonal influence here, with more offences occurring in summer, but this year there had been a reduction which suggested that the preventative partnership work was having a positive effect. The Deputy Chief Constable also informed members that the number of those killed or seriously injured in RTAs was reducing, partly as a result of the speed and safety awareness courses being run throughout the county by the safety partnership.

During discussions the following points were raised:

- The Commissioner referred to a recent HMIC report on the subject of rape which stated that the reporting of rape was on the increase but that successful prosecutions were very low. The report had specifically mentioned the Notts Force in this regard. The Chief Constable replied that he had already looked into the matter and was satisfied that the 'DASH' process was being applied correctly. There were many historical cases which could be problematic as though the numbers were increasing this was not being translated into convictions, partly because victims were not always willing to pursue a prosecution. In such cases the Force still provided support to victims. There was also the fact that such cases could take a long time to come to court so that there was a time lag in offences being reported and the case being solved.
- The Deputy Commissioner asked what work was being carried out in order to reduce the incidence of repeat offences of domestic violence. The Chief Constable replied that the Force had concentrated on early intervention but

that this approach did not appear to be working. The Force had done as much work as any Force in the country in this area and confirmed that that commitment would continue. The Chief Constable explained that these problems were long term and though policing had a place the role of social care was also important.

RESOLVED 2015/030

That the contents of the report and the appendix be noted.

FINANCE PERFORMANCE AND INSIGHT REPORT

Paul Dawkins introduced the report and informed members that expenditure to date was £2.7m worse than budget.

During discussion the following points were raised:

- The Commissioner asked whether he could believe in the budget as this was not the first time that such a scenario had occurred. The Commissioner asked whether this was a result of staff turnover and queried if there were sufficient resources in this area. Paul Dawkins replied that there were not sufficient resources and although the team was very good it did require help. Paul was confident personnel could be bolstered through the use of the strategic alliance. Work had begun on next year's budget and the aim was to put the medium term financial strategy on a firmer footing. The Commissioner was keen that a best option would be adopted rather than a low cost option. Paul agreed and felt that knowing the staff involved this could be achieved. The Chief Constable confirmed that the plans in the current financial year exceeded the budget and that next year expenditure would need to align with the budget. Tough decisions were required this financial year and next financial year and the Force would try to minimise any overspend in the current year.

RESOLVED 2015/031

That the contents of the report and the appendix be noted.

WORK PROGRAMME

Kevin Dennis introduced the report which provided a programme of work and timetable of meetings for the Strategic Resources and Performance meeting. Kevin felt that the agenda for the next meeting due in January was potentially over ambitious and would need to be revisited.

RESOLVED 2015/032

That the report be noted.

The meeting closed at 12.51pm

CHAIR

For Information	
Public/Non Public*	Public
Report to:	Strategic Resources and Performance Meeting
Date of Meeting:	15 March 2016
Report of:	The Chief Constable
Report Author:	Performance & Reporting Team
E-mail:	mi@nottinghamshire.pnn.police.uk
Other Contacts:	
Agenda Item:	04

Performance & Insight Report

1. Purpose of the Report

- 1.1. The purpose of this report is to inform the Office of the Police and Crime Commissioner (OPCC) of the key performance headlines for Nottinghamshire Police to January 2016.

2. Recommendations

- 2.1 It is recommended that the contents of the attached report are noted.

3. Reasons for Recommendations

- 3.1 To ensure that the OPCC is aware of current performance in line with the Force priorities.

4. Summary of Key Points

- 4.1. The summary tables in the attached report provide an overview of performance across the seven Police and Crime Plan objectives. Performance compared to target as well as trends in the short and long-term are considered.

Appendix A provides a breakdown of the methodology employed, and Appendix B provides additional tables and charts.

5. Financial Implications and Budget Provision

- 5.1 There are no immediate financial implications relating to this report.

6. Human Resources Implications

- 6.1 There are no immediate Human Resource implications arising from this report.

7. Equality Implications

7.1 There are no equality implications arising from this report.

8. Risk Management

8.1 There are no risk management implications arising from this report. Performance is monitored on a daily, weekly, and monthly basis and the twice weekly VOLT meeting highlights any immediate areas on which to focus and resources are then allocated accordingly.

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

9.1 There are no policy implications arising from this report.

10. Changes in Legislation or other Legal Considerations

10.1 There are no changes in legislation or other legal considerations that are relevant to this report.

11. Details of outcome of consultation

11.1 The figures included in this report are covered in more detail in each of the individual Performance and Insight Reports and are monitored through; Operational Performance Review, Force Performance Board, and the Force Executive Board meetings on a monthly basis.

12. Appendices

12.1 Appendix A provides the methodology in terms of short and long-term trend analysis.

12.2 Appendix B provides additional tables and charts.

OFFICIAL



Nottinghamshire Police

Performance & Insight Report

Strategic Themes One to Seven


Performance to January 2016

OFFICIAL

Full Report

STRATEGIC PRIORITY THEME 1: Protect, support and respond to victims, witnesses and vulnerable people					
Measure		Objective / Target	Performance		Insight
1	Percentage of victims of crime that are completely, very or fairly satisfied with the service they have received from the police	90% of victims completely, very or fairly satisfied	85.8%	●	Performance is stable over the last year and the most recent figure, covering satisfaction for incidents reported in the 12 months to November contrasts with 85.4 percent for the same period last year. There is a significant difference between the divisions in terms of the headline figure (City 84.0 percent, County 87.2 percent). Nottinghamshire is above the national average and above the MSG average
2	Percentage of victims and witnesses satisfied with the services provided in Court	An increase in the %age of victims and witnesses satisfied compared to 2014-15	96.8%	●	Current performance covers the year to March 2015. Around 98% of victims and witnesses responding were satisfied or very satisfied with the services provided in Court in March. Figures for the 12 months to March show that more than nine in every ten respondents were satisfied in comparison with the 2013/14 level of 95.7% (April 2013 - March 2014).
3	Percentage of people who agree that the police and local councils are dealing with Anti-Social Behaviour and other crime issues	60% agreement by 2015-16	59.5%	●	Current performance covers interviews in the year to June 2015. The Force is 0.5 percentage-points below the 60% target. Performance is stable over the last year with negligible movement since the previous quarter.
4	Percentage reduction of people that been repeat victims within the previous 12 months	a) A reduction in the number of repeat victims of domestic violence compared to 2014-15	-4.0%	●	Numbers of repeat victims of domestic violence decreased by 68 victims' year-to-date, an improvement on what was reported previously. This has been driven by a -4.9% decrease in the County (49 less victims), with the City recording a -2.7% reduction (19 less victims).
		b) A reduction in the number of repeat victims of hate crime compared to 2014-15	+10.8%	●	There were 7 additional repeat hate crimes recorded year-to-date, with the City recording 9 additional victims and the County 2 less. Overall this is a 2.5 percentage point improvement on last month.
		c) To monitor repeat victims of ASB	-5.9%		There were 7 additional repeat hate crimes recorded year-to-date, with the City recording 9 additional victims and the County 2 less. Overall this is a 2.5 percentage point improvement on last month.
		d) To monitor the number of domestic abuse incidents and crimes and the proportion of which are repeats	-26.0%		Taken together, the numbers of domestic abuse incidents and crimes appear to have decreased by -26.0% or 3,915 offences; however, due to a tagging issue with incidents this should be viewed with caution, as crimes are showing a 10.0% increase.
			36.4%		The proportion of domestic abuse incidents and crimes has reduced when compared to the previous year (40.6%). The proportion falls to

STRATEGIC PRIORITY THEME 1: Protect, support and respond to victims, witnesses and vulnerable people				
Measure		Objective / Target	Performance	Insight
				22.1% when incidents are removed, suggesting that the Force is dealing proactively prior to an incident becoming a crime.
5	Public confidence in reporting offences to the police	a) To monitor the number of Sexual Offences as a whole	+16.0%	There were 222 additional Sexual Offences recorded year-to-date and this has been attributed to better recording practices, increased numbers of historic sexual offences being reported, and direct recording of other agency referrals. Broken down the volume and percentage increase recorded in other sexual offences (+110 offences or +13.0%) are less than that of rapes (+112 offences or +23.0%)
		b) To monitor satisfaction levels of victims of Domestic Abuse through the force victim surveys	90.2%	Around nine in every ten victims of domestic abuse are satisfied with the whole experience (90.2%, 505 out of 560 respondents). Performance is stable over the last year and the most recent figure, covering satisfaction for incidents reported in the 12 months to October contrasts with 88.7% for the same period last year.
		c) To monitor the number of Hate Crimes and the proportion of which are repeats	+11.0%	There were 78 additional hate crimes recorded year-to-date, with a relatively even split between Public Order offences (392 offences YTD) and Victim-Based offences (385 offences YTD). Across the two divisions the proportions are; City 409 offences YTD and County 368 offences YTD
			12.0%	The proportion of Hate Crimes which are repeats increased slightly from 11.4% last year to 11.5% this year. 12.2% of Hate Crimes in the City were repeats, whilst 10.7% were repeats in the County.

STRATEGIC PRIORITY THEME 1: Protect, support and respond to victims, witnesses and vulnerable people				
Measure		Objective / Target	Performance	Insight
6	The number of people Killed or Seriously Injured (KSIs) on Nottinghamshire's roads	a) 40% reduction in all KSI RTCs by 2020 (from 2005-09 average)	-39.8%	 Figures for January to September 2015 show 2.8% reduction compared to the same period in the previous year, this equates to 9 less casualties contributing to the overall reduction of 39.8% against the 2005-09 average. Regionally three of the other five East Midlands forces are reporting significant increases in KSIs, which suggests activity within the force is having some positive impact. Operation Drosometer 5 ran between May and August targeting the fatal 4 offences resulting 5,000 drivers being prosecuted. The Christmas drink drive campaign ran from 01/12/2015 to 01/01/2016 inclusive and targeted 167 subjects across the
		b) Monitor KSIs for 0-15 year olds	-45.4%	

STRATEGIC PRIORITY THEME 1: Protect, support and respond to victims, witnesses and vulnerable people				
Measure		Objective / Target	Performance	Insight
				32 period. Of those; 109 have been charged to court, with an additional 4 reported for summons. 22 have been subsequently no further actioned where they were under the limit, not the driver etc with a further 32 currently on bail awaiting further enquiries.
7	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	-79.0%	● There were 94 less people with mental health related illnesses presented to custody as a first place of safety year-to-date to November 2015. Overall, there was a 26.8% reduction in the number of mental health patient detainees in custody and s136 suites. This is a direct result of the introduction of the Street Triage Team.
8	Percentage of incidents responded to within the target time	To monitor the percentage of Grade 1 and 2 incidents attended within the prescribed timescale	Grade 1 82.0%	● New target for 2015-16 Historically the targets for attendance to incidents have been as follows: <ul style="list-style-type: none"> 85% attendance to Grade 1 incidents in Urban areas within 15 minutes and Rural areas within 20 minutes; and, 80% attendance to Grade 2 incidents within 60 minutes. In terms of Grade 1 incidents, the Force attended 82.5% of Urban areas and 78.7% of Rural areas within the specified times. Whilst 65.5% of Grade 2 incidents were attended within 60 minutes.
			Grade 2 65.5%	● Reviewing grade 2 incidents this year-to-date, overall the volume of grade 2 incidents has reduced by -16.2% with response times fairly similar to those recorded last-year. In terms of performance per response hub, the Riverside hub responds to nearly a fifth of all grade 2 incidents recorded by the Force and is attending just over 70% of calls within the 60 minute target time, the highest of the 9 hubs. The Mansfield respond hub responds to a similar volume of grade 2 incidents; however performance year-to-date is only 59%. Performance on the remaining 7 hubs is in line with the overall Force performance.

STRATEGIC PRIORITY THEME 2: Improve the efficiency and effectiveness of the criminal justice process					
Measure		Objective / Target	Performance		Insight
1.2	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			The force undertook a considerable amount of communication and awareness of National File Standards (NFS) as part of the roll out of TSJ led by Ch Insp Gowan and senior Criminal Justice managers. File quality is discussed at Regional Prosecution Team Performance Meetings (PTPM) between Police and CPS. There continues to be senior officer/staff commitment to provision of a quality assured police file. File quality audits are carried out looking at a dip sample of individual case files at least every 2 months (Crown and Magistrates) - this involves District Crown Prosecutors for CPS, Police Criminal Justice Staff and Divisional officers at Inspector level or above. This has identified issues and quality both on a general level but also with individual officers which is fed back for additional learning.
2	Crown and Magistrates' Courts conviction rates	To record a conviction rate in line with the national average	CC 1.3%	●	The Crown Court year-to-date (November 2015) recorded a conviction rate of 83.6%, higher than the national average of 82.7% and higher than the region (80.8%). The Magistrates' Courts conviction rates of 82.3% are lower than the national average (83.6%) and the region (82.7%).
			MC -1.3%	●	
3	Early Guilty Plea rate for the Crown and Magistrates' Courts	An increase in the Early Guilty Plea rate compared to 2014-15	CC +7.5%	●	The Early Guilty Plea rate recorded in the Crown Court year-to-date to November 2015 was 42.3%, which is an improvement on the same period last year. The rate was also considerably above the national average rate of 33.4%. The Magistrates' Courts Early Guilty Plea rate has considerably improved from 67.4% in the same period last year, to 70.8%. This places Magistrates' Courts Early Guilty Plea rate just below the national average of 71.9%. Feedback on the improvement in the early guilty pleas in both the Magistrates and Crown Court can be attributed to the early reported success of Transforming Summary Justice (TSJ). There is a noticeable increase in the number of cases where anticipated guilty plea is correctly identified at point of charge and the necessary file build (to national
			MC +3.4%	●	
		To be better than the national average	CC +8.9%	●	

STRATEGIC PRIORITY THEME 2: Improve the efficiency and effectiveness of the criminal justice process						
Measure		Objective / Target	Performance		Insight	
			MC -1.1%	●	standards) is supplied for the dedicated first hearing. Initial Details of the Prosecution Case (IDPC) is prepared and served on the court and defence 5 days before the hearing allowing them to be better prepared for the initial hearing and the defence to enter their plea.	
4	Percentage of effective trials in the Crown and Magistrates' Courts (HMCTS Measure)	Reduce percentage of ineffective trials due to prosecution team reasons compared to 2014-15	CC -7.7%	●	The Ineffective Trial Rate in the Crown Court fell from 16.7% last year to 9.0%. There has been a slight improvement in the Effective Trial Rate from 48.4% last year-to-date to 48.7% this year-to-date.	
			MC -1.7%	●	Magistrates Courts' have seen less change in performance, with the Ineffective Trial Rate falling to 21.2%, and the Effective Trial Rate increasing by 2.1% to 41.6%.	
		Achieve a year-on-year improvement in effective trial rates	CC +0.3%	●	All parties from CPS and HMCTS have been trained in TSJ. Generally feedback in relation to prosecutors, legal advisers and benches / DJs is positive which leads to a better managed court process.	
			MC +2.1%	●	A joint agency LIT, including defence representatives continues to meet regularly to consider how TSJ is operating and to look at performance and to ensure that we can address the issues that arise and impact.	

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	Performance		Short / Long Term Trend	Insight
1	Reduction in All Crime across the force	a) A reduction in All Crime compared to 2014-15	+0.6%	●	▼ ▼	<p>The Force recorded a 2.7% increase in January 2016 compared to the same month last-year, which means year-to-date the Force is recording a 0.6% increase; a 0.3 percentage point increase compared to year-to-date performance to the end of December 2015.</p> <p>In terms of victim-based crimes, Violence Against the Person accounts for the bulk of the increase in January 2016 and year-to-date. The Force recorded increases in both Violence with Injury (21.1% or 151 additional offences) and Violence without Injury (16.2% or 85 additional offences) in January 2016, meaning that overall Violence Against the Person increased 19.1%, or</p>

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	Performance		Short / Long Term Trend		Insight
							<p>237 additional offences. Year-to-date, Violence Against the Person is recording an increase of 12.1%, an 0.7 percentage increase compared to performance to the end of December 2015.</p> <p>Vehicle offences performance was positive in January 2016, with year-to-date performance improving nearly 2 percentage points compared to performance to the end of December 2015; 2.7% or 150 additional offences. Overall performance is driven by a 16.4% increase in Theft of Motor Vehicle offences YTD; however the Force recorded an improvement in January across all types of vehicle offences.</p> <p>Following month-on-month reductions in quarter three (October to December 2015), the Force recorded an 11.7% increase in Criminal Damage & Arson Offences in January 2016. This means that year-to-date the Force is currently recording a 2.1% increase; a one percentage point increase compared to performance to the end of December 2015. In terms of volume, there were 90 additional Criminal Damage offences, and although the volume increase in Arson was just 8 offences, this is a 34.8% increase compared to January 2015.</p> <p>Overall, Burglary Dwelling continues to show strong performance, with January recording a -17.3% reduction, or 59 less offences.</p> <p>The City division recorded a -2% reduction in January 2016, following positive performance since July 2015. However, the reduction is much lower than monthly</p>

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	Performance		Short / Long Term Trend		Insight
							performance recorded in quarter three, meaning that the overall year-to-date reduction has dropped 0.2 percentage points to -4.1%. Following on from month-on-month reductions on the County since September 2015, there was a 6.3% increase in January 2016. This in turn means the overall year-to-date performance has increased 0.2 percentage points to 4.2%. However, this is a much improved picture compared to performance to the end of August 2015 (+10.2%).
		b) A reduction in Victim-Based Crime compared to 2014-15	+0.6%	●	▼	▼	Victim-Based crimes accounts for 90.1% of All Crime recorded by the Force, which is the slightly higher than the proportion recorded last year (89.5%). County division continue to record an increase (5.0%, or 1,428 offences), though this is a 1 percentage point improvement on last-month. The City Division are recording a reduction of 4.2% or 904 offences, which is a 1.2 percentage point improvement compared to last-month. Against the 2011-12 baseline, year-to-date the Force is now recording -4% (or 2,053) less victim-based crimes than April to December 2011.
		c)	-3.7%				Against the 2011-12 baseline, year-to-date the Force is recording a -3.7% (or 2,100) less victim-based crimes than April to January 2012.
		d) To monitor the number of offences in those local areas which experience a high level of crime	City -5.0%				The City recorded a 5% reduction in January 2016 compared to the same month last year in those areas identified to experience high levels of crime. This in turn means the City continues to record a year-to-date reduction of 2% or 120 less offences. With the exception
County +2.0%							

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	Performance	Short / Long Term Trend	Insight
					<p>of the Bridge Ward, all wards on the City recorded a reduction in January, with both Aspley and St Ann's recording year-to-date reductions. The Bridge ward recorded a 9% (7 additional offences) in January, and year-to-date are recording a 1% increase; 9 additional offences.</p> <p>The County continues to record a year-to-date increase (4%), with ten areas recording an increase offsetting the five areas recording year-to-date reductions. The main areas of concern continue to be; Sutton East, Sutton-in-Ashfield North and Castle.</p>
		e) To monitor the proportion of rural crime compared to 2014-15	12.1%		<p>There were 7,394 offences defined as Rural Crimes recorded year-to-date to January which equates to 12.1% of All Crime, nearly 1% more than last year. Volume wise, there has been a 6.9% (or 475 additional offences) increase year-to-date.</p> <p>In line with the overall Force trend, Violence Against the Person accounts for the main bulk of the increase recorded in rural areas with 302 additional offences, an increase of 19.4%. The increase is just over 8 percentage points higher than performance in urban areas, meaning that nearly a quarter of all offences in rural areas are Violence Against the Person offences, in line with current performance in urban areas.</p> <p>Comparing offending in rural areas to urban, most crime types are following similar trends with the exception of Burglary Non Dwelling.</p> <p>Burglary Non Dwelling is currently recording a 9.7%</p>

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	Performance	Short / Long Term Trend			Insight
							<p>increase (or 69 additional offences) in rural areas, compared to a -8.4% reduction (264 less offences) in urban areas. The most noticeable increase is in Newark & Sherwood (+46.5% or 80 additional offences) compared to Bassetlaw with a reduction (-5.0% or 16 less offences).</p> <p>Newark & Sherwood features as a rural area experiencing higher levels of offences year-to-date compared to the previous performance year with a 13.1% increase, or 277 additional offences. Gedling is also experiencing a notable percentage increase year-to-date, with 77 additional offences, an increase of 14.8%, and although the percentage increase is much smaller compared to Gedling, in terms of volume they have recorded 106 additional offences year-to-date.</p>
2	Reduction in Anti-Social Behaviour (ASB) incidents across the force	Long-term target of 50% reduction by end of 2015-2016 (compared to 2011-12 baseline)	-36.4%	●	▽	▽	Against the 2011-12 baseline, year-to-date the Force is now recording 36.4% (or 17,907) less ASB incidents than April to January 2012. Most recent performance shows a 4.7% reduction against the same period last year.
3	The detection rate (including Positive Outcomes) for Victim-Based Crimes	a) An increase in the detection rate for Victim-Based Crime	-2.7%	●	▼	▼	There were 1,328 fewer detections for Victim-Based Crime year-to-date than in the previous year; however as seen in previous months higher numbers of detections awaiting approval mean that when the figures are refreshed next month there should be an improvement.
		b) To monitor the proportion of Community Resolution disposals	14.6%				Whilst the proportion of Community Resolution disposals has fallen slightly when compared to the previous year (from 16.7%) the volume has fallen by 22.2% or 693 disposals which are at a greater rate than the fall in overall detections.
		c) To monitor the detection rate for All Crime	-3.5%	●	▼	▼	The detection rate for All Crime fell from 30.6% last year to 27.1%, similar to last-month. Previous analysis has suggested falling numbers of arrests may have impacted

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	Performance		Short / Long Term Trend	Insight
						directly on overall detections, but changes to the counting rules, 24 hour interventions and new offence classifications may also be contributory factors.

STRATEGIC PRIORITY THEME 4: Reduce the impact of drugs and alcohol on levels of crime and anti-social behaviour						
Measure		Objective / Target	Performance		Insight	
1	The number of Alcohol-Related Crimes	a) To monitor the number of crimes and ASB incidents which appear to be Alcohol-Related	Crime -3.8% ASB +2.0%		It is estimated that between 13 and 15% of All Crime and ASB is Alcohol-Related. The reported number of Alcohol-Related Crimes is reducing, whereas the Force is recording a slight increase in overall crime. Whilst the number of Alcohol-Related ASB incidents are showing an increase against the overall reduction.	
		b) To monitor the proportion of Alcohol-Related Violence	22.1%		The proportion of Alcohol-Related Violence appears to be falling and is less than half that is estimated nationally.	
		To monitor the number of violent crimes which appear to be Alcohol-Related in the NTE	Crime +2.9%		There were 46 additional night-time economy violence against the person offences recorded year-to-date compared to the previous year.	

STRATEGIC PRIORITY THEME 5: Reduce the threat from organised crime						
Measure		Objective / Target	Performance		Insight	
1	The number of Proceeds of Crime Act (POCA) confiscation and forfeiture orders	A 10% increase in the number of orders compared to 2014-15	+5.6%	●	There were 10 additional Confiscation and Forfeiture Orders compared to last year, placing the Force 4.2% below target. The overall value of POCA orders has decreased by 7.4% or £67,813.66, with the average value now at £4,471.83 compared to £5,100.50 last year.	
2	Force Threat, Harm and Risk (THR) assessment level	To reduce the Threat, Harm and Risk assessment below the 2014-15 level	+12.1%	●	Whilst the number of Active Organised Crime Groups (OCGs) is higher than the number reported last year ¹ , the number of OCGs assessed as 'High Risk' has halved; with numbers of Active OCG Nominals reducing by 3.1%, whilst there are 62% less Active Nominals in 'High Risk' OCGs.	
3	Reported drug offences	To monitor the number of production and supply drug offences	-2.5%	●	There were 15 less supply and production drug offences recorded year-to-date. In comparison, there was a considerable reduction in possession offences (-21.0%), which could be attributable to the	

¹ Not necessarily the same OCGs.

STRATEGIC PRIORITY THEME 5: Reduce the threat from organised crime				
Measure		Objective / Target	Performance	Insight
				increased use of 'legal highs'. The number of supply offences are +15.5%, or 47 additional offences.
4	The number of Cyber Crimes	To monitor the number of Cyber Crimes in 2015-16 to establish a baseline	987	Based on the search used for the Home Office Annual Data Return for Cyber Crime, nearly 2% of All Crime year-to-date was classed as Cyber Crime. Numbers and proportions will appear relatively low due to the removal of Fraud & Forgery offences which are referred to the National Fraud Agency.

STRATEGIC PRIORITY THEME 6: Prevention, early intervention and reduction in re-offending				
Measure		Objective / Target	Performance	Insight
2	Youth Offender re-offending rates	To monitor re-offending rates and offending levels of Youth Offenders in the YJS	31.9%	Data from both the Youth Offending Teams for City and County show that 31.9% of youth offenders (43) within the cohort have re-offended in the last 12 months, with a re-offending rate of 0.79. Nationally, the latest data to 2011/12 shows an average re-offending rate of 35.5%
3	Community Resolutions for Youth Offenders	To monitor re-offending in Youth Offenders who have received a Community Resolution disposal	267	Based on the date detected, year-to-date 267 outcomes have been issued to youth offenders who had previously received a community resolution in 2014-15. It should be noted that only those youth offenders who received a community resolution during 2014-15 and have subsequently received a positive disposal during the year-to-date to January 2016 have been counted, more offences may have occurred that have yet to be disposed of.
	First time entrance in to the youth justice system	To monitor the number of Youth Offenders entering the criminal justice system for the first time	180	<p>There have been 180 young persons identified as first time entries in to the youth justice system year-to-date, which is the same volume to that recorded last year-to-date.</p> <p>The average age of an offender is 15, though nearly a third of all offenders are aged 16. The majority of offenders identified are male, with just 20% recorded as female.</p> <p>Nearly a third of all offences recorded were for Violence Against the Person, with both Motoring Offences and Criminal Damage accounting for around 10% of the total volume each.</p>

				Around 60% of youth offenders were given a caution; caution, youth conditional caution or youth caution, with a further 27% receiving a referral order.
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STRATEGIC PRIORITY THEME 7: Spend Your Money Wisely					
Measure		Objective / Target	Performance		Insight
1	Make efficiency savings	To make £11.0m saving by March 2016	-£2.5m	●	The Government’s grant has reduced significantly and in order to balance the budget, savings of £11.0m need to be made in 2015-16. To date £4.573m efficiencies have been achieved against a target of £7.063m. Work is currently underway to review the shortfall in the efficiency programme by project and what actions are required to recover the position. It is anticipated that the shortfall will be in the region of £3.500m by the year end.
2a	Ensure balanced budget	Overall spend v budget 2015/16 budget - £191.2m	-£6.1m -3.8%	●	Expenditure to date was £6.109m worse than budget. This was largely due to the shortfall in the efficiency programme which impacts numerous lines of expenditure (as above) where work in underway to address the shortfall although expected to be a £3.500m shortfall by the year end; police officer overtime due to various operations such as speed awareness, although some relates to mutual aid or externally and has been offset by income; staff pay although the trend has improved over recent months; comms & computing due to a charge for systems provided by the Central government; the charge for the MFSS which was omitted from the original budget; the timing of income recognition for externally funded projects which will reverse by the year end especially for the camera/speed awareness projects; and a redundant stock charge for uniforms. A review of the expected outturn is currently being collated.
2b	Total number of days lost to sickness	a) 3.7% for officers (8.2 days)	4.4%	●	The latest cumulative (April 2015 to January 2016) sickness data for the Force has shown that officer sickness is 4.41%. This equates to 9.8 days lost to sickness versus the target of 8.2 days. Staff sickness is 5.11%. This equates to 11.3 days lost to sickness versus the target of 8.2 days. HR continues to work closely with line managers to reduce the number of officers on long term sick.
		b) 3.7% for staff (8.2 days)	5.1%	●	

STRATEGIC PRIORITY THEME 7: Spend Your Money Wisely					
Measure		Objective / Target	Performance		Insight
3	BME representation	To increase BME representation within the force to reflect the BME community	n/a		Following the move to the Multi Force Shared Services (MFSS) Oracle system, HR is still undertaking a data validation exercise which is nearing completion. Until this has been completed the data will be unavailable.
4	Improve data quality and compliance with the National Crime Recording Standard (NCRS)	To have a compliance rate in line with the National Crime Recording Standard (NCRS) in respect of All Crime			Data quality to be monitored through the PCC Delivery Plan to evidence that quality is improving. Performance for Violent Crime, Sexual Offences and compliance rates prior to intervention to be monitored through the PCC Delivery Plan.

Appendix A**User guide to the Performance and Insight Report**

This report provides a summary of the performance of Nottinghamshire Police in relation to the key measure to deliver against the strategic priorities as set out in the Force Strategic Assessment 2014-18, and Police and Crime Plan 2014-18.

The three priorities are used to provide direction and focus to support the delivery of the Forces key priorities, as follows:

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

Within the three priorities are a number of key measures to allow monitoring of Force performance in order to highlight risks and implement the appropriate control measures required to improve performance.





The summary tables provide an overview of current performance for each of the key measures, and these tables are organised according to the three Force priorities. The information provided in the tables are as follows:

Measure and Target Profile columns

These provide a description of the measure and the target agreed between the Force and the Police and Crime Commissioner.






Performance / Difference

These show current performance against target. Where available, this will be shown as a numeric (mainly percentage) value along with a direction of travel. So for example; -3% on the All Crime measure would denote that the current value year-to-date is three percent lower than the previous year-to-date value. Where there is a target set, for example a reduction in ASB of 9.2% in 2014/15 for the Force to achieve the 2015/16 50 percent target, the numerical value will be accompanied by a coloured circle showing whether the measure is on target, close to achieving target or not achieving target, as shown in the table below:

KEY to Performance Comparators	
Performance Against Target	
	Significantly better than Target >5% difference
	Better than Target
	Close to achieving Target (within 5%)
	Significantly worse than Target >5% difference

Trend Columns

These provide an indication of the direction of travel based on the short and long-term trends. Where data are available, trends are calculated based on the slope of the linear regression line through the given data points. For the purposes of this report six data points are compared based on three month rolling data (short-term) and twelve month rolling data (long-term). If the gradient or slope is equal to zero, the trend is **statistically** flat; if less than zero the trend is downwards; else the trend is upwards. A statistical test is then applied to ascertain whether or not the trend is significantly upward or downward.

KEY to Performance Comparators	
Short / Long-term trends	
	Flat trend
	Significant upward / downward trend
	Upward / Downward trend, but not significant
	Significant upward / downward trend
	Upward / Downward trend, but not significant

Data parameters

The majority of measures in the report use performance year-to-date data (April to the end of the current month), and will compare this period to the equivalent year-to-date period of the previous year in order to provide an indication of performance over-time. The main exceptions to this are satisfaction and confidence data, which both use 12 months-to-date data, and relate to different time periods due to their methodologies and publication dates. It should also be noted that for a number of the measures for which the data is sourced externally, the date parameters may differ to those commonly used in Force. Where different parameters are used, this will be specified in the text summary for the measure affected, and unless otherwise stated, comparisons to previous performance will refer to the equivalent period of the previous year.

Diagnosing exceptional performance

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Measures which are demonstrating exceptional performance based on appropriate criteria will be subject to additional analysis in a separate report. Where this is the case it will be stated in the summary for that measure. A measure will be considered exceptional if it is significantly off target, has a deterioration in recent performance, for example a marked decrease in satisfaction levels in the last three reporting months, or there may have been a significant change in performance which are highlighted as a concern. For the purpose of this report, the statistical techniques applied to determine significant changes in performance are the standard deviation, the moving range and linear regression using Pearson's correlation coefficient and t-tests.

For more information on the statistical techniques employed in the report please contact the Performance and Insight team: mi@nottinghamshire.pnn.police.uk

Restrictions on publication

Certain data and information contained within the report are considered RESTRICTED and are therefore not to be published in the public domain. These data tend to relate to national, MSG and regional comparisons and information around IOMs, OCGs etc. These data and information will be highlighted in italics, and must be removed before public dissemination.

Commonly used acronyms

ASB – Anti-Social Behaviour

BME – Black Minority Ethnic

CPS – Crown Prosecution service

CRMS - Crime Recording & Management System

CSEW – Crime Survey for England and Wales

e-fins – e-financials General Ledger

HMIC – Her Majesty's Inspectorate of Constabulary

HMCTS – Her Majesty's Courts & Tribunals Service

ID-IOM – National Home Office IT System for the administration of Integrated Offender Management (IOM) schemes

KSI – Killed or Seriously Injured

MSG – Most Similar Group of Forces; or Most Similar Group of BCU's

NSPIS Custody – Force Custody System

OPCC – Office of Police and Crime Commissioner

PSD – Professional Standards Directorate

RTC – Road Traffic Accident

Vision – Command & Control System

WAVES – Victim Support Witness Service Quality of Service forms

YOTs - Youth Offending Teams

Government Security Classifications Policy

In 2013, the Cabinet office issued the Government Security Classifications Policy, which takes effect in 2014. It replaces the old Government Protective Marking Scheme.

Top secret

Information marked as *Top secret* is that whose release is liable to cause considerable loss of life, international diplomatic incidents, or severely impact ongoing intelligence operations. Disclosure of such information is assumed to be above the threshold for Official Secrets Act prosecution.

Secret

This marking is used for information which needs protection against serious threats, *and* which could cause serious harm if compromised - such as threats to life, compromising major crime investigations, or harming international relations.

Official

All routine public sector business, operations and services is treated as OFFICIAL. Many departments and agencies operate exclusively at this level. (As of April 2014 the OFFICIAL classification replaces Confidential, Restricted and Protect.)

A limited subset of OFFICIAL information that would have more damaging consequences (for individuals, an organisation or government generally) if it were lost, stolen or published in the media is classified 'OFFICIAL-SENSITIVE'.

Government Protective Marking Scheme

The older system used five levels of classification, supplemented with caveat keywords. The keyword must be placed in all capital letters in the centre of the top and bottom of each page of a classified document. In descending order of secrecy these are:

Top secret

Information marked as *Top secret* is that which whose release is liable to cause considerable loss of life, international diplomatic incidents, or severely impact ongoing intelligence operations. Prior to the Second World War, the highest level was "Most Secret"; it was renamed so that the UK and US operated to a consistent system.

Secret

This marking is used for information whose side-effects may be life-threatening, disruptive to public order or detrimental to diplomatic relations with friendly nations.

Confidential

The effects of releasing information marked as *Confidential* include considerable infringement on personal liberties, material damage to diplomatic relations, or to seriously disrupt day-to-day life in the country.

Restricted

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Information marked as *Restricted* is at a level where the release of the material will have effects such as significant distress to individuals, adversely affecting the effectiveness of military operations, or to compromise law enforcement.

Protect

Such information will cause distress to individuals, cause financial loss or improper gain, prejudice the investigation or facilitate the commission of a crime or disadvantage government in commercial or policy negotiations with others.

Unclassified

The term "UNCLASSIFIED" or "NOT PROTECTIVELY MARKED" may be used in UK Government documents to indicate positively that a protective marking is not needed.

Data Sources

Force Priority One: To cut crime and keep you safe		
Measure		Source
1.1	Reduction in KSIs	Road Safety Team
1.2	Timeliness and Quality of Court files	Crime & Justice Dept.
1.3	Conviction rates	CPS
1.4	Early Guilty Plea rates	CPS
1.5	Effective trials	HMCTS
1.6	Reduction in All Crime	CRMS
1.7	Reduction in ASB	Vision
1.8	Improvement in Detection Rate	CRMS
1.9	Reduction in Alcohol-related crime	CRMS & Vision
1.10	Monitor drug fuelled IOM offenders	IDIOM
1.11	10% increase in numbers of POCA orders	JARD
1.12	Reduction in Threat, Harm and Risk level	FID
1.13	Monitor production and supply drug offences	CRMS
1.14	Monitor cyber crime	CRMS
1.15	Monitor reoffending of IOM offenders	ID-IOM
1.16	Monitor Youth Offender reoffending rate	YOTs
1.17	Community Resolutions for Youth Offenders	N/A
1.18	Monitor non-crime Mental Health detainees	NSPIS Custody
1.19	Monitor timeliness of attendance to incidents	Vision

Force Priority Two: To spend your money wisely		
Measure		Source
2.1	Make efficiency savings	e-fins
2.2	Officer and Staff sickness	HRMS
2.3	BME Representation	HRMS
2.4	Improve data quality	CMB

Force Priority Three: To earn you trust and confidence		
Measure		Source
3.1	Victim satisfaction	Market Research
3.2	Victim and Witness Courts satisfaction	WAVEs
3.3	Confidence in the Local Council and Police	CSEW
3.4	Reduction in repeat victimisation	CRMS & Vision
3.5	Confidence in reporting offences to the Police	CRMS, Vision, Surveys

Police & Crime Plan Targets 2015-16			
Force Objective 1: To cut crime and keep you safe			
Measure		Objective	Target
1.1	The number of people Killed or Seriously Injured (KSIs) on Nottinghamshire's roads	i) 40% reduction in all KSI RTCs by 2020 (from 2005-09 average)	To maintain a reduction in the number of persons Killed or Seriously Injured on Nottinghamshire's roads, in-line with the Nottinghamshire Road Safety Partnership target of a 40% reduction by 2020 (from the 2005-2009 baseline)
		ii) Monitor KSIs for 0-15 year olds	Monitor KSIs for 0-15 year olds
1.2	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	An improvement in the quality of files as monitored through the 6 weekly audit of files by the Operation Business Support Unit, with good performance and areas the development reported through the Crime and Justice Operational Performance review and PCC delivery plan
1.3	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
1.4	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
1.5	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%
1.6	Reduction in 'All Crime' across the Force	i) Reduce Crime in Nottinghamshire worth 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 2014-15 A reduction in the number of Victim-Based crimes compared to 2014-15 To monitor the number of offences in those local areas which experience a high level of crime
		ii) To ensure that rural crime does not increase	To monitor the proportion of rural crime compared to 2014-15
1.7	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)

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1.8	The detection rate (including Positive Outcomes) for Victim-Based Crime	i) An improvement in the detection rate (including positive outcomes) for victim-based offences	a) An increase in the detection rate for victim-based crime
		ii) To ensure the appropriate and effective use of Community Resolution disposals	b) To monitor the proportion of Community Resolution disposals
			c) To monitor Detection rate for Total Crime
			a) To monitor the proportion of Community Resolution disposals
			b) To monitor the Detection rate for Total Crime
1.9	The number of Alcohol-related crimes	Reducing alcohol related crime and ASB	a) To monitor the number of crimes and ASB which appear to be alcohol-related
		Reduce alcohol related crime and ASB in the Night Time Economy (NTE)	b) To monitor the proportion of alcohol-related violence crime
			To monitor the number of violent crimes and ASB which appear to be alcohol-related in the NTE
1.10	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 (2 cohorts throughout the year will be monitored quarterly)
1.11	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 2014-15
1.12	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 2014-15 level
1.13	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 drug offences
1.14	The number of Cyber crimes	To better understand and tackle cyber crime through identification and monitoring cyber crime levels	Monitor the number of cyber crimes in 2015-16 to establish a baseline
1.15	Re-offending 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 (2 cohorts throughout the year will be monitored quarterly)
1.16	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
1.17	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 re-offending in Youth Offenders who have received a community resolution

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1.18	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 (from the 2005-2009 baseline)
1.19	Percentage of incidents responded to within the target time	Ensure that demand for service is responded to appropriately by reducing demand and attending Grade 1 and 2 calls quickly	To monitor the percentage of Grade 1 and Grade 2 incidents attended within the prescribed timescales

Force Objective 2: To spend your money wisely

Measure		Objective	Target
2.1	Make efficiency savings	Make savings in line with MTFP by the end of each financial year	£11m
		Ensure that detailed plans are in place to ensure the savings target is met	
2.2	Total number of days lost to sickness	Reduce the number of days lost to sickness to ensure that the Force remains in line with national trends	a) 3.7% for officers (8.2 days)
			b) 3.7% for staff (8.2 days)
2.3	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
2.4	Improve data quality and compliance with national recording standards	To improve the quality and integrity of data recording to ensure that crime is better understood, ethically recorded and responded to	Compliance rate with national recording standard in respect of Total Crime

Force Objective 3: To earn your trust and confidence			
Measure		Objective	Target
3.1	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
3.2	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 2014-15
3.3	Percentage of people who agree that the Police and Council are dealing with local Anti-Social Behaviour and other crime issues	A year-on-year improvement in satisfaction levels	60% agreement by 2015-16
3.4	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) A reduction in the number of repeat victims of domestic violence compared to 2014-15
			b) A reduction in the number of repeat victims of hate crime compared to 2014-15
			c) To monitor repeat victims of anti-social behaviour incidents
			d) To monitor the number of domestic abuse incidents and crimes and proportion which are repeats
3.5	Public confidence in reporting offences to the police	i) Encourage the increased reporting of serious sexual offences and sexual offences as a whole	To monitor the number of Serious Sexual offences and sexual offences as a whole
		ii) Encourage the increased reporting of domestic abuse (incidents and offences)	To monitor satisfaction levels of victims of Domestic Abuse through the Force victim surveys
		iii) Encourage the increased reporting and identification of Hate Crime	To monitor the number of Hate Crimes and proportion which are repeats

Appendix B

Accompanying Tables and Charts

1.6 Reduction in 'All Crime' across the Force

	Year-to-date performance				Target Position			Month-to-date performance			
	2015/16	2014/15	Volume Change	Percentage Change	Current Target	Difference from Target	Percentage Difference from Target	January 2016	January 2015	Volume Change	Percentage Change
Force	61118	60,775	343	0.56%	60,774	344	0.57%	5789	5636	153	2.71%
City Division	25507	26,605	-1098	-4.13%	26,604	-1097	-4.12%	2400	2448	-48	-1.96%
County Division	35611	34,170	1441	4.22%	34,169	1442	4.22%	3389	3188	201	6.30%
County West	13147	11,924	1223	10.26%	11,923	1224	10.27%	1261	1135	126	11.10%
Ashfield	6354	5,650	704	12.46%	5,649	705	12.48%	635	547	88	16.09%
Mansfield	6793	6,274	519	8.27%	6,273	520	8.29%	626	588	38	6.46%
County East	11674	11,201	473	4.22%	11,200	474	4.23%	1136	1049	87	8.29%
Bassetlaw	6374	6,334	40	0.63%	6,333	41	0.65%	613	595	18	3.03%
Newark & Sherwood	5300	4,867	433	8.90%	4,866	434	8.92%	523	454	69	15.20%
County South	10790	11,045	-255	-2.31%	11,044	-254	-2.30%	992	1004	-12	-1.20%
Broxtowe	4005	3,997	8	0.20%	3,996	9	0.23%	347	360	-13	-3.61%
Gedling	3809	4,246	-437	-10.29%	4,245	-436	-10.27%	390	383	7	1.83%
Rushcliffe	2976	2,802	174	6.21%	2,801	175	6.25%	255	261	-6	-2.30%
City Division	25507	26,605	-1098	-4.13%	26,604	-1097	-4.12%	2400	2448	-48	-1.96%
City Central	7247	7,424	-177	-2.38%	7,423	-176	-2.37%	684	692	-8	-1.16%
City Centre	5732	6,000	-268	-4.47%	5,999	-267	-4.45%	572	548	24	4.38%
City North	7094	7,488	-394	-5.26%	7,487	-393	-5.25%	645	680	-35	-5.15%
City South	5434	5,693	-259	-4.55%	5,692	-258	-4.53%	499	528	-29	-5.49%

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	Year-to-date performance				Target Position			Month-to-date performance			
	2015/16	2014/15	Volume Change	Percentage Change	Current Target	Difference from Target	Percentage Difference from Target	January 2016	January 2015	Volume Change	Percentage Change
All Crime	61118	60,775	343	0.56%	60,774	344	0.57%	5789	5636	153	2.71%
All other theft offences	6971	7,239	-268	-3.70%	7,238	-267	-3.69%	604	653	-49	-7.50%
Arson	375	353	22	6.23%	352	23	6.53%	31	24	7	29.17%
Bicycle theft	1698	1,896	-198	-10.44%	1,895	-197	-10.40%	107	122	-15	-12.30%
Burglary dwelling	2810	3,507	-697	-19.87%	3,506	-696	-19.85%	283	342	-59	-17.25%
Burglary other	3668	3,863	-195	-5.05%	3,862	-194	-5.02%	349	355	-6	-1.69%
Criminal damage	8527	8,364	163	1.95%	8,363	164	1.96%	883	794	89	11.21%
Homicide	9	6	3	50.00%	5	4	80.00%	1		1	
Other sexual offences	1086	952	134	14.08%	951	135	14.20%	115	85	30	35.29%
Rape	656	541	115	21.26%	540	116	21.48%	66	61	5	8.20%
Robbery of business pro	73	85	-12	-14.12%	84	-11	-13.10%	7	11	-4	-36.36%
Robbery of personal pro	681	789	-108	-13.69%	788	-107	-13.58%	89	72	17	23.61%
Shoplifting	6460	6,496	-36	-0.55%	6,495	-35	-0.54%	579	630	-51	-8.10%
Theft from motor vehicle	3927	3,984	-57	-1.43%	3,983	-56	-1.41%	342	403	-61	-15.14%
Theft from person	905	1,013	-108	-10.66%	1,012	-107	-10.57%	101	107	-6	-5.61%
Theft of motor vehicle	1108	952	156	16.39%	951	157	16.51%	122	125	-3	-2.40%
Vehicle interference	752	701	51	7.28%	700	52	7.43%	69	80	-11	-13.75%
Violence with injury	8754	8,002	752	9.40%	8,001	753	9.41%	867	716	151	21.09%
Violence without injury	6601	5,698	903	15.85%	5,697	904	15.87%	609	524	85	16.22%
Victim-Based Crime	55061	54,441	620	1.14%	54,440	621	1.14%	5224	5104	120	2.35%
Miscellaneous crimes aga	942	824	118	14.32%	823	119	14.46%	108	72	36	50.00%
Possession of drugs	1939	2,384	-445	-18.67%	2,383	-444	-18.63%	189	211	-22	-10.43%
Possession of weapons c	620	469	151	32.20%	468	152	32.48%	47	41	6	14.63%
Public order offences	1974	2,060	-86	-4.17%	2,059	-85	-4.13%	164	152	12	7.89%
Trafficking in drugs	582	597	-15	-2.51%	596	-14	-2.35%	57	56	1	1.79%
Other crimes against s	6057	6,334	-277	-4.37%	6,333	-276	-4.36%	565	532	33	6.20%

Year-to-Date Performance					Month-to-Date Performance			
Priority Area	2015/16	2014/15	Volume Difference	Percentage Difference	Jan-16	Jan-15	Volume Difference	Percentage Difference
Nottingham City								
Arboretum	1,328	1,321	7	1%	106	96	10	10%
Aspley	1,146	1,258	-112	-9%	105	124	-19	-15%
Bridge	903	894	9	1%	83	76	7	9%
Bulwell	1,640	1,643	-3	0%	136	142	-6	-4%
St Ann's	1,103	1,124	-21	-2%	94	112	-18	-16%
Total	6,120	6,240	-120	-2%	524	550	-26	-5%
Nottinghamshire County								
Carr Bank	252	247	5	2%	18	19	-1	-5%
Oak Tree	318	276	42	15%	24	33	-9	-27%
Portland	1,003	919	84	9%	94	83	11	13%
Woodlands	948	911	37	4%	101	107	-6	-6%
Hucknall East	473	493	-20	-4%	42	41	1	2%
Kirkby East	524	555	-31	-6%	43	60	-17	-28%
Sutton Central	618	676	-58	-9%	60	65	-5	-8%
Sutton East	335	287	48	17%	33	22	11	50%
Sutton In Ashfield North	622	511	111	22%	78	48	30	63%
Bridge	428	412	16	4%	37	53	-16	-30%
Castle	978	881	97	11%	114	82	32	39%
Worksop North West	699	710	-11	-2%	57	74	-17	-23%
Worksop South	593	519	74	14%	58	48	10	21%
Eastwood South	724	686	38	6%	49	68	-19	-28%
Netherfield And Colwick	398	471	-73	-15%	53	40	13	33%
Total	8,913	8,554	359	4%	861	843	18	2%
Discretionary Areas								
Ladybrook	245	211	34	16%	19	21	-2	-10%
Worksop South East	866	1,028	-162	-16%	92	98	-6	-6%
Trent Bridge	407	359	48	13%	15	39	-24	-62%
Total	1,518	1,598	-80	-5%	126	158	-32	-20%

Rural Crime

	2015/16			2014/15			Performance			
	Volume	Rate	Proportion	Volume	Rate	Proportion	Volume	Percentage	Proportion	Rate
Rural hamlets and isolated	914	52.282	12.4%	788	45.075	11.4%	126	16.0%	1.0%	7.207
Rural town and fringe	4,318	31.261	58.4%	4,071	29.473	58.8%	247	6.1%	-0.4%	1.788
Rural village	2,162	37.492	29.2%	2,060	35.724	29.8%	102	5.0%	-0.5%	1.769
Rural Classification Total	7,394	34.669	12.1%	6,919	32.442	11.4%	475	6.9%	0.7%	2.227
Urban city and town	18,038	61.954	33.6%	16,726	57.448	31.1%	1,312	7.8%	2.5%	4.506
Urban minor conurbation	35,668	60.758	66.4%	37,130	63.248	68.9%	-1,462	-3.9%	-2.5%	-2.490
Urban Classification Total	53,706	61.154	87.9%	53,856	61.325	88.6%	-150	-0.3%	-0.7%	-0.171

1.7 Reduction in Anti-Social Behaviour (ASB) incidents across the Force

	Year-to-date performance				Target Position			Month-to-date performance			
	2015/16	2014/15	Volume Change	Percentage Change	Current Target	Difference from Target	Percentage Difference from Target	January 2016	January 2015	Volume Change	Percentage Change
Force	31,339	32,896	-1,557	-4.73%	30,264	1074.68	3.43%	2584	2620	-36	-1.37%
City Division	15,462	15,708	-246	-1.57%	14,451	1010.64	6.54%	1225	1283	-58	-4.52%
County Division	15,877	17,188	-1,311	-7.63%	15,813	64.04	0.40%	1359	1337	22	1.65%
County West	6,011	6,538	-527	-8.06%	6,015	-3.96	-0.07%	544	541	3	0.55%
Ashfield	2,995	3,326	-331	-9.95%	3,060	-64.92	-2.17%	262	285	-23	-8.07%
Mansfield	3,016	3,212	-196	-6.10%	2,955	60.96	2.02%	282	256	26	10.16%
County East	5,012	5,302	-290	-5.47%	4,878	134.16	2.68%	419	426	-7	-1.64%
Bassetlaw	2,678	2,800	-122	-4.36%	2,576	102	3.81%	220	234	-14	-5.98%
Newark & Sherwood	2,334	2,502	-168	-6.71%	2,302	32.16	1.38%	199	192	7	3.65%
County South	4,854	5,348	-494	-9.24%	4,920	-66.16	-1.36%	396	370	26	7.03%
Broxtowe	1,718	1,994	-276	-13.84%	1,834	-116.48	-6.78%	142	137	5	3.65%
Gedling	1,914	2,071	-157	-7.58%	1,905	8.68	0.45%	151	159	-8	-5.03%
Rushcliffe	1,222	1,283	-61	-4.75%	1,180	41.64	3.41%	103	74	29	39.19%
City Division	15,462	15,708	-246	-1.57%	14,451	1010.64	6.54%	1225	1283	-58	-4.52%
City Central	4,346	4,419	-73	-1.65%	4,065	280.52	6.45%	348	389	-41	-10.54%
City Centre	2,565	2,356	209	8.87%	2,168	397.48	15.50%	236	249	-13	-5.22%
City North	4,855	4,886	-31	-0.63%	4,495	359.88	7.41%	361	336	25	7.44%
City South	3,696	4,047	-351	-8.67%	3,723	-27.24	-0.74%	280	309	-29	-9.39%

	Year-to-date performance				Target Position			Month-to-date performance			
	2015/16	2014/15	Volume Change	Percentage Change	Current Target	Difference from Target	Percentage Difference from Target	January 2016	January 2015	Volume Change	Percentage Change
ASB Environmental	1,588	2,456	-868	-35.34%	2,260	-671.52	-42.29%	155	169	-14	-8.28%
ASB Nuisance	24,550	24,856	-306	-1.23%	22,868	1682.48	6.85%	1993	1978	15	0.76%
ASB Personal	5,201	5,584	-383	-6.86%	5,137	63.72	1.23%	436	473	-37	-7.82%

1.8 An increase in the detection rate for Victim-Based Crime

	Year-to-date performance			Target Position		Month-to-date performance		
	2015/16	2014/15	Change	Current Target	Percentage Difference from Target	January 2016	January 2015	Change
Force	22.97%	25.68%	-2.70%	25.69%	-2.71%	18.91%	27.86%	-8.95%
City Division	23.09%	23.95%	-0.86%	23.96%	-0.87%	19.74%	25.41%	-5.67%
County Division	22.89%	26.99%	-4.10%	27.00%	-4.11%	18.35%	29.70%	-11.35%
County West	24.97%	29.11%	-4.13%	29.12%	-4.14%	22.69%	30.48%	-7.79%
Ashfield	22.18%	24.12%	-1.93%	24.13%	-1.94%	20.14%	26.20%	-6.06%
Mansfield	27.65%	33.79%	-6.14%	33.80%	-6.15%	25.36%	34.62%	-9.26%
County East	22.40%	26.92%	-4.52%	26.93%	-4.53%	15.46%	29.80%	-14.33%
Bassetlaw	21.88%	26.44%	-4.56%	26.45%	-4.57%	14.06%	29.09%	-15.03%
Newark & Sherwood	23.04%	27.57%	-4.53%	27.58%	-4.54%	17.15%	30.70%	-13.54%
County South	20.93%	24.81%	-3.89%	24.82%	-3.90%	16.28%	28.74%	-12.46%
Broxtowe	23.12%	25.27%	-2.14%	25.28%	-2.15%	18.81%	35.20%	-16.39%
Gedling	22.23%	26.57%	-4.33%	26.58%	-4.34%	17.17%	28.41%	-11.23%
Rushcliffe	16.30%	21.55%	-5.25%	21.56%	-5.26%	11.49%	20.66%	-9.17%
City Division	23.09%	23.95%	-0.86%	23.96%	-0.87%	19.74%	25.41%	-5.67%
City Central	17.92%	19.15%	-1.23%	19.16%	-1.24%	14.26%	16.69%	-2.43%
City Centre	32.61%	33.16%	-0.55%	33.17%	-0.56%	29.18%	36.46%	-7.27%
City North	22.69%	23.28%	-0.59%	23.29%	-0.60%	19.51%	24.05%	-4.54%
City South	20.68%	21.63%	-0.94%	21.64%	-0.95%	16.40%	27.18%	-10.78%

1.8 Use of Community Resolutions

	2015/16	% Prop of total	2014/15	% Prop of total
Cautions	1795	10.84%	2283	12.29%
Charge / Summons	11654	70.37%	12036	64.77%
Community Resolution	2415	14.58%	3108	16.73%
Other	373	2.25%	723	3.89%
Penalty Notice for Crime	147	0.89%	178	0.96%
TIC not previously recorded	8	0.05%	15	0.08%
TIC previously recorded	168	1.01%	239	1.29%
Total	16560	-	18582	-

1.8 Breakdown of Outcome Codes

	Year-to-date performance
	2015/16
01. Charged/Summons	11654
02. Caution - Youths	331
03. Caution - Adults	1464
04. Taken Into Consideration	176
05. Offender Has Died	9
06. Penalty Notices For Disorder	147
07. Cannabis Warning	364
08. Community Resolution	2415
09. Prosecution Not In The Public Interest (CPS)	612
10. Action Not In The Public Interest (Police)	1678
11. Named Suspect below the age of criminal responsibility	61
12. Named suspect too ill (physical or mental health) to prosecute	185
13. Named suspect but victim/key witness is dead or too ill	46
14. Victim declines/unable to ID suspect	598
15. Victim supports but evidential difficulties prevent further action	5286
16. Victim does not support/withdraws support	5654
17. Prosecution time limit expired	93
18. Investigation Complete: No suspect identified	29904
Total	60677

1.9 The number of alcohol-related crimes

	2015/16	2014/15	Volume Change	Percentage Change	January 2016	January 2015	Volume Change	Percentage Change
All Crime	61,216	60,775	441	0.73%	5,795	5,636	159	0.73%
Alcohol-related	8,180	8,507	-327	-3.84%	795	821	-26	-3.84%
% Alcohol-related	13.36%	14.00%	-	-0.64%	13.72%	14.57%	-	-0.64%
Victim-Based Crime	55,061	54,441	620	1.14%	5,224	5,104	120	2.35%
Alcohol-related	7,314	7,553	-239	-3.16%	722	739	-17	-2.30%
% Alcohol-related	13.3%	13.9%	-	-	13.8%	14.5%	-	-
Violence Against the Person	15,364	13,706	1,658	12.10%	1,477	1,240	237	19.11%
Alcohol-related	3,392	3,441	-49	-1.42%	335	338	-3	-0.89%
% Alcohol-related	22.1%	25.1%	-	-	22.7%	27.3%	-	-
ASB Incidents	31,395	32,911	-1,516	-4.61%	2,589	2,624	-35	-1.33%
Alcohol-related	4,659	4,559	100	2.19%	376	366	10	2.73%
% Alcohol-related	14.8%	13.9%	-	-	14.5%	13.9%	-	-

1.13 To monitor the number of production and supply of drugs

	Year-to-date performance				Taret Position			Month-to-date performance			
	2015/16	2014/15	Volume Change	Percentage Change	Current Target	Difference from Target	Percentage Difference from Target	January 2016	January 2015	Volume Change	Percentage Change
Possession	1939	2,384	-445	-18.67%	2,383	-444	-18.63%	189	211	-22	-10.43%
Production	232	294	-62	-21.09%	293	-61	-20.82%	25	33	-8	-24.24%
Supply	350	303	47	15.51%	302	48	15.89%	32	23	9	39.13%
Total	2521	2,981	-460	-15.43%	2,978	-457	-15.40%	246	267	-21	-7.87%

For Information / Consideration / Comment / Decision (delete as appropriate)	
Public/Non Public*	
Report to:	Strategic Resources and Performance Meeting
Date of Meeting:	15 March 2016
Report of:	Paul Dawkins
Report Author:	David Machin
E-mail:	David.Machin10991@Nottinghamshire.pnn.police.uk
Other Contacts:	
Agenda Item:	05

*If Non Public, please state under which category number from the guidance in the space provided.

Finance Performance & Insight Report

1. Purpose of the Report

- 1.1 The purpose of this report is to provide an update on the financial position against the key financial performance headlines for Nottinghamshire Police as at 31st January 2016 (Period 10).

2. Recommendations

- 2.1 It is recommended that the contents of the attached report at Appendix A are noted.

2.3 Background

The full year net revenue budget for 2015-16 is £191,200k (as below). This is split Office of the Police and Crime Commissioner (OPCC) £4,725k and the Force Budget £186,475k.

Approved Revenue Budget Requirement 2015/16
Approved Contribution from Reserves

£'000
189,600
1,600
191,200

3. Reasons for Recommendations

- 3.1 To update the Chief Officer Team and the Office of the PCC on the Force's budgetary position for 2015-16.

4. Summary of Key Points (this should include background information and options appraisal if applicable)

- 4.1 Expenditure to date to 31st January 2016 was £166,359k, which was £6,109k worse than budget. The projected outturn is £7,765k worse than budget.

	£'000	£'000	£'000	Note
Approved revenue budget requirement 2015/16			189,600	
Approved contribution from reserves			<u>1,600</u>	
Approved net revenue budget 2015/16			<u>191,200</u>	
Pay & allowances				
Police officer	(187)			4.2
Staff	1,397			4.3
PCSO	<u>(102)</u>			4.3
		1,108		
Overtime				
Police officer	526			4.2
Staff	64			4.3
PCSO	<u>17</u>			4.3
		607		
Other employee expenses		<u>573</u>		
		2,288		
Premises costs	461			4.4
Transport costs	936			4.5
Comms & computing	1,559			4.6
Clothing, uniform & laundry	83			4.7
Other supplies & services	3,929			4.8
Collaboration contributions	1,637			4.9
Medical retirements	(8)			
Capital financing	(969)			4.10
Other	<u>117</u>			
		7,745		
Income		<u>(2,267)</u>		4.11
Projected outturn		<u>7,765</u>		
Additional approved transfer for efficiency shortfall			3,500	4.12
Funding gap			<u>4,265</u>	
			<u>7,765</u>	

- 4.2 Police officer pay year end forecast is £105,449k which is £187k better than budget largely due to pensions, allowances, unsocial hours payments and leavers/retirees being higher than budgeted. It is anticipated that savings will continue through the remainder of the year. £180k was included in the forecast for the Bear Scotland ruling and in December an additional payment to Constables and Sergeants of c£124k was made. Currently we are finalising the Bear Scotland payments for the final quarter of the financial year which is anticipated to be c£70k. The overtime year end forecast is £3,771k, which is £526k worse than budget, partly due to an £100k accrual for c4,500 hours of overtime awaiting authorisation in DMS on supervisors workbenches which is expected not to be required in full and will be used to offset the overtime rates issue; and a number of operations the main ones being Op

Drosometer at £260k which is externally funded and matched by income; mutual aid £105k, of which Op Tiffany is the largest contributor, major crime £121k; special services £56k which have been more than offset within income; and Op Melic being the missing persons.

- 4.3 Police staff pay year end forecast is £49,968k, which is £1,295k worse than budget, mainly due to agency costs; not achieving the budgeted vacancy rate; and efficiencies. The over spend trend is now starting to reduce due to the impact of the recruitment freeze apart from essential roles, although agency still remains high and is expected to continue for the remainder of the year, but could be mitigated if the use of agency is reduced. The overtime year end forecast is 713k, which is £81k worse than budget, we are not accruing in this area and this reflects the actual payments coming through from DMS. This is part due to externally funded activity £25k which is offset in income; special services £4k; and major crime at £32k.
- 4.4 Premises costs year end forecast is £6,421k which is £461k worse than budget which is largely due to the efficiency challenge.
- 4.5 Transport costs year end forecast is £6,790k which is £936k worse than budget which is largely due to the not achieving the efficiency target for the fleet review and Artemis; and additional insurance costs.
- 4.6 Comms & computing costs year end forecast is £7,498k which is £1,559k worse than budget. This largely due to IT costs from the Home Office £1,300k which were omitted as it was assumed these costs had been top sliced from the main government grant; costs for externally funded projects c£195k which will be matched in income; and additional systems costs not known at the point of budget but are offset by income. The year end outturn has been reduced to reflect that £856k of the IT costs from the Home Office related to PNC which is included within Other supplies and services (4.8).
- 4.7 Clothing, uniform & laundry costs year end forecast is £530k which is £83k worse than budget which is largely due to redundant stock which has been written off by our supplier Cooneen. There may be an opportunity at the year end to reduce this charge by capitalising the useful stock.
- 4.8 Other supplies & services year end forecast is £8,541k which is £3,929k worse than budget. This is primarily down to a under achievement of the efficiency challenges; professional fees; partnership and commissioning fees (PCC) which in part have been offset in income (see 4.11). The year end projected outturn has worsened by £856k due to the transfer of forecast for Home Office IT costs from Comms & computing (see 4.6 above).
- 4.9 Collaboration contributions year end forecast is £8,316k which is £1,637k worse than budget mainly due to the charge for the MFSS which was omitted from the budget.
- 4.10 Capital financing year end forecast is £3,773k which is a £969k better than budget mainly due to the Minimum Revenue Provision (MRP) due to the

2014/15 capital programme being lower than forecasted and a review of asset lives. This saving is being offset against the MFSS collaboration cost.

- 4.11 Income year end forecast is £14,100k which is £2,267k better than budget. This is part due to externally funded projects; Home Office grants released by the PCC £491k which offsets commissioning/partnership payments within Other supplies and services (see 4.8); and income from special services and mutual aid £429k which offsets against overtime.
- 4.12 The OPCC year end forecast is £4,710k which is £15k better than budget. This is largely due to savings on salaries; phasing of training and audit fees; and phasing of Home Office grants and payments to partners such as the community safety grant. The OPCC expenditure for the year is expected to break even and any underspend on Commissioning will be retained within the Commissioning reserve.
- 4.13 The efficiency programme for 2015/16 was £11,014k and it is anticipated that there will be c£3,500k shortfall by the year end as detailed below. It has been agreed that this shortfall will be met from a contribution from reserves.

Efficiencies not being achieved in 2015/16	
	£'000
Hold on staff recruitment	630
Fleet review	531
EMSCU 5% saving on current spend	500
PBS	400
Income generation savings	340
Recharge of costs to region	200
Artemis	174
Closure of Central police station	117
Community Safety Grant	100
IS efficiency savings	100
EMOpSS restructure	100
PFI contract savings	60
Reduction in HR staff costs	60
Other	227
	3,539
Efficiency grouping:	
People	1,330
Transport	705
Estates	208
Commercial	1,196
Other	100
	3,539

As at the end of January the efficiencies achieved to date were £4,573k which was a shortfall of £2,491k against the target of £7,063k. The main elements of the shortfall being the fleet review £443k where savings are being realised through reduction in Vensons fleet, however legal issues within contract determine how many vehicles can be released and we will continue to reduce the fleet over the next two years; 5% procurement saving on current spend £440k; PBS £240k; hold on staff recruitment £525k, due to a challenging vacancy rate which for the first 6 months was not achieved, although signs are now that the recruitment freeze has really bedded in with the staff pay coming in line with budget; income generation opportunities £292k; Artemis £116k; and non-closure of police stations £70k.

- 4.14 The projected outturn position for 2015/16 has been reviewed and the full year expected spend is £198,965k which is an over spend of £7,765k versus budget. This would mean that the current funding gap is £4,265k as detailed below:

	£'000
Approved Revenue Budget Requirement 2015/16	189,600
Approved Contribution from Reserves	1,600
Approved Spend for 2015/16	191,200
Additional Approved Transfer for Efficiency Shortfall	3,500
Funding Gap	4,265
Forecasted Over spend	7,765
2015/16 Forecasted expenditure	198,965

This can be broken down as follows:

	£'000	Note
Budget 2015/16	191,200	
Shortfall in efficiencies	3,539	a
MRP rebase	(969)	b
MFSS Collaboration costs	1,776	c
IS Home Office costs	1,300	d
Bear Scotland	300	e
Redundancy and pension strain	376	f
Forensics - electronic analysis	208	g
Uniform - redundant stock	100	h
Additional HR staff for change programme	111	i
Increased agency staff	912	j
Increased insurance premiums	240	k
Other	(128)	
Projected 2015/16 outturn	198,965	
2015/16 projected over spend	7,969	

- (a) Shortfall in efficiencies as per analysis provided to the OPCC
- (b) Review of MRP charges and asset lives
- (c) MFSS collaboration costs omitted from the budget
- (d) The budget assumed these costs would be top sliced from the main grant funding
- (e) Estimated impact from the Bear Scotland decision that overtime and allowances should be taken into account when calculating holiday pay
- (f) Mainly PCSO's which the cost was unbudgeted
- (g) Analysis of electronic/mobile devices increased this year due threat/risk/harm analysis of what should be investigated
- (h) Potential upside if we move useful stock to the balance sheet at year end
- (i) Estimation from HR of the additional resource required to manage the change programme
- (j) Additional agency staff over and above the expected level at the time of budgeting. This is the gross amount as due to the methodology used for the 2015/16 staff budget is it difficult to evaluate the any savings where agency were used to backfill for established posts
- (k) Premiums higher than budgeted following contract re-negotiations

5. Financial Implications and Budget Provision

5.1 The financial information relating to this item is contained within Appendix A.

6. Human Resources Implications

6.1 There are no immediate Human Resource implications arising from this report.

7. Equality Implications

7.1 There are no equality implications arising from this report.

8. Risk Management

8.1 Please see attached Appendix A.

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

9.1 There are no policy implications arising from this report.

10. Changes in Legislation or other Legal Considerations

10.1 There are no changes in legislation or other legal considerations that are relevant to this report.

11. Details of outcome of consultation

11.1 The figures included in this report are presented to the Force Executive Board on a monthly basis.

12. Appendices

12.1 Appendix A – Revenue Report to January 2016

13. Background Papers (relevant for Police and Crime Panel Only)

NB

See guidance on public access to meetings and information about meetings for guidance on non-public information and confidential information.

Nottinghamshire Police
Revenue Budget Monitoring as at January 2016



	Approved Budget £'000	Virements £'000	Inflation Contingency Allocation £'000	Pay Award £'000	Contingency Allocations £'000	Revised Budget £'000	C/Fwds £'000	Available to Spend £'000	Year to Date Budget £'000	Year to Date Expenditure £'000	Year to Date Variance £'000	Projected Over/ (Under)spend £'000	Prev. Month Over/ (Under)spend £'000
Operations													
City	31,509				-	31,509		31,509	26,362	29,400	3,038	4,012	4,012
County	40,748				-	40,748		40,748	32,590	31,911	(679)	(2,811)	(2,811)
CRIM	14,039				-	14,039		14,039	11,711	10,283	(1,428)	(1,731)	(1,731)
Citizens in Policing	301				-	301		301	253	248	(5)	(56)	(56)
EMOpSS	8,927				-	8,927		8,927	7,411	7,685	274	(472)	(478)
CIC	18,016				-	18,016		18,016	15,153	15,275	122	418	358
Public Protection	8,270				-	8,270		8,270	6,897	7,773	876	1,081	1,081
	121,810	-	-	-	-	121,810	-	121,810	100,377	102,574	2,197	440	374
Collaboration - Operational													
EMCJS	8,493				-	8,493		8,493	7,107	7,665	558	443	443
Forensics	2,374				-	2,374		2,374	1,979	1,876	(103)	227	227
CSI	1,298				-	1,298		1,298	1,081	1,072	(10)	(76)	(76)
Special Branch	1,202				-	1,202		1,202	995	1,104	108	534	534
Major Crime	3,048				-	3,048		3,048	2,556	2,485	(71)	53	53
EMSOU CID	3,839				-	3,839		3,839	3,052	1,604	(1,447)	(1,096)	(1,096)
TSU	663				-	663		663	553	597	45	15	15
EMSOU SOCU	138				-	138		138	112	2,627	2,514	1,741	1,741
	21,056	-	-	-	-	21,056	-	21,056	17,435	19,030	1,595	1,841	1,841
Corporate Services													
Assets	11,271				-	11,271		11,271	9,737	9,475	(262)	486	346
Business & Finance	3,627				-	3,627		3,627	3,117	2,933	(184)	(181)	(170)
Human Resources	8,214				-	8,214		8,214	6,887	6,916	29	371	366
Information Services	9,003				-	9,003		9,003	7,499	8,379	880	1,385	1,451
Corporate Communications	569				-	569		569	474	405	(69)	(11)	(11)
Command	1,283				-	1,283		1,283	1,063	852	(211)	(170)	(181)
PSD	1,733				-	1,733		1,733	1,436	1,341	(94)	(31)	(1)
Procurement	44				-	44		44	140	156	17	686	686
Central Codes	5,243				-	5,243		5,243	6,148	6,666	518	1,324	1,362
Other	451				-	451		451	476	2,983	2,507	2,200	2,227
	41,437	-	-	-	-	41,437	-	41,437	36,977	40,106	3,130	6,060	6,075
Collaboration - Corporate Services													
Learning & Development	764				-	764		764	636	608	(28)	15	15
Procurement	169				-	169		169	140	156	17	21	21
Force Collaboration	147				-	147		147	122	70	(52)	29	29
HR Shared Services	-				-	-		-	-	(0)	(0)	0	0
IS Transformation	160				-	160		160	140	57	(83)	(32)	(32)
Legal	460				-	460		460	384	351	(33)	32	32
OHU	472				-	472		472	393	406	13	14	11
	2,173	-	-	-	-	2,173	-	2,173	1,816	1,649	(167)	79	76
Seconded Officers	-				-	-		-	(0)	(553)	(553)	(640)	(640)
Force Total	186,475	-	-	-	-	186,475	-	186,475	156,604	162,805	6,201	7,780	7,726
OPCC	4,725				-	4,725		4,725	3,647	3,554	(93)	(15)	(15)
	191,200	-	-	-	-	191,200	-	191,200	160,250	166,359	6,109	7,765	7,711

Nottinghamshire Police
Revenue Budget Monitoring as at January 2016



	Approved Budget £'000	Virements £'000	Inflation Contingency Allocation £'000	Pay Award £'000	Contingency Allocations £'000	Revised Budget £'000	C/Fwds £'000	Available to Spend £'000	Year to Date Budget £'000	Year to Date Expenditure £'000	Year to Date Variance £'000	Projected Over/ (Under)spend £'000	Prev. Month Over/ (Under)spend £'000
Pay & Allowances													
Police Officer	105,637				-	105,637		105,637	88,096	87,617	(479)	(187)	(187)
Staff	39,819				-	39,819		39,819	33,350	34,249	899	1,397	1,385
PCSO	8,854				-	8,854		8,854	7,523	7,519	(4)	(102)	(102)
	154,310	-	-	-	-	154,310	-	154,310	128,968	129,385	416	1,108	1,096
Overtime													
Police Officer	3,245				-	3,245		3,245	2,776	3,683	906	526	526
Staff	596				-	596		596	499	649	150	64	64
PCSO	35				-	35		35	30	57	27	17	17
	3,877	-	-	-	-	3,877	-	3,877	3,306	4,389	1,083	607	607
Other Employee Expenses	787				-	787		787	653	1,287	635	573	492
	158,974	-	-	-	-	158,974	-	158,974	132,927	135,061	2,134	2,288	2,195
Premises costs	5,960				-	5,960		5,960	5,267	5,672	405	461	461
Transport costs	5,854				-	5,854		5,854	4,913	5,530	618	936	796
Comms & computing	5,939				-	5,939		5,939	4,941	5,827	886	1,559	2,481
Clothing, uniform & laundry	447				-	447		447	347	266	(81)	83	83
Other supplies & services	4,612				-	4,612		4,612	3,729	5,965	2,236	3,929	2,965
Collaboration contributions	6,679				-	6,679		6,679	5,439	7,240	1,801	1,637	1,637
Medical Retirements	4,479				-	4,479		4,479	3,732	3,753	22	(8)	(8)
Capital Financing	4,742				-	4,742		4,742	5,647	4,193	(1,454)	(969)	(969)
Other	5,346				-	5,346		5,346	4,394	5,653	1,260	117	117
	44,059	-	-	-	-	44,059	-	44,059	38,409	44,099	5,691	7,745	7,563
Total Expenditure	203,033	-	-	-	-	203,033	-	203,033	171,336	179,160	7,825	10,032	9,758
Income	(11,833)				-	(11,833)		(11,833)	(11,085)	(12,801)	(1,716)	(2,267)	(2,047)
	191,200	-	-	-	-	191,200	-	191,200	160,250	166,359	6,109	7,765	7,711

Capital Forecast Period 10 2015-2016 – 2017-2018

	2015/16 Original App Budget inc. slippage	2015/16 Approved Budget pd06	2015/16 Slippage	Under (-) / Over Spend	Virements	New Projects	Spend to date	Budget Remaining	2015/16 Forecast spend	2016/17 Revised Budget	2017/18 Revised Budget	Total Project Cost (inc prior years)
	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
Estates Projects												
Access Control Improvement Works	605	605	-243				182	180	362	243		625
Arrow Centre Conversion	82	62					26	36	62			1,056
Automatic Gates/Barriers - various	0	0						0	0	200		200
Biomass Boilers	137	137					72	65	137			480
Bircotes Information Centre	6	6						6	6			144
Bridewell Refurbishment	88	88	-88					0	0	588	3,500	4,100
Broxtowe Refurbishment	239	204			21		225	0	225			226
Building Management replacement system	0	0						0	0	370		370
Bulwell Refurbishment	150	0						0	0	150		150
Bunkered Fuel Tank Works	225	60	-60					0	0	225		225
Byron House - Central Relocation	980	980						980	980			980
Carlton - East Mids Ambulance Service Community Station	100	0						0	0	100		100
CCTV (Non Custody)	33	33	-8				20	5	25	8		194
Custody Improvements	145	145			34		179	0	179	25	25	1,445
Demolition of Huts	12	12						12	12			139
Digital Investigation Unit (DIU)/Cyber	420	300	-175				4	121	125	180		305
Eastwood Police Station Replacement	20	20		-20				0	0	0		8
Energy Initiatives	122	122		-7	-85		30	0	30			619
FHQ Access Improvements - Occupational Health Unit (OHU)	13	13		-4			9	0	9			9
FHQ External Street Lighting	0	160	-160					0	0	160		160
FHQ Fire Protection - Telephony room	53	53		-2			50	1	51			58
FHQ Gym & Shower Improvements	0	0						0	0	0		0
FHQ Kennels	571	286	-176					110	110	461		638
FHQ Open Plan Offices	10	8		-2			6	0	6			327
FHQ Re-surfacing of roads & car parking	279	200		-18			182	0	182		0	203
FHQ Tanking to Property store	50	50	-30					20	20	30		50
Fire Alarm Panels Replacement	0	0						0	0	0		0
Fixed Electrical Works - various	0	0						0	0	0	0	0
Flat Roofs Replacement	3	3		-3				0	0			94
Forensic Drying Cabinets - various	0	0						0	0	0		0
Generators & Associated Equipment - various	0	0						0	0	0		0
Lift replacement - Mansfield & Radford Road	0	55	-50					5	5	105		121
Lucerne/Themis	0	1,300					1,086	214	1,300			1,790
Mansfield - Create open plan space	0	50	-50					0	0	800		800
Mansfield Kitchen Improvements	4	4		-4				0	0			56
Mansfield Woodhouse	27	0						0	0			0
Mansfield Woodhouse Air Handling replacement	0	0						0	0	0		0
Meadows/Riverside	25	0						0	0			0
Newark - create open plan space	0	0						0	0	600		600
Ollerton House demolition	30	0						0	0			0

Oxclose Lane Refurbishment	450	450	-450					0	0	850		850
Radford Road Refurbishment	233	131					103	28	131			148
Relocation of Control Room	1,278	0						0	0			0
Response Hub - Ranby	0	220	-215					5	5	215		220
Retford Shared Service base	236	236					1	235	236			236
Rose Cottage	8	0						0	0			8
Shared Services	182	0						0	0			197
Southern Public Protection Refurb	0	30	-30					0	0	30		30
Sundry minor & emergency works	150	0						0	0		0	0
Watnall Road Response Hub	0	42	-42					0	0	42		42
West Bridgford 1st floor refurbishment	300	100	-90				10	0	10	290		301
	7,266	6,165	-1,867	-60	-30	0	2,185	2,023	4,208	5,672	3,525	18,304

	2015/16 Original Approved Budget inc. slippage	2015/16 Approved Budget pd06	Slippage	Under (-) / Over Spend	Virements	New Projects	Spend to date	Budget Remaining	2015/16 Forecast spend	2016/17 Revised Budget	2017/18 Revised Budget	Total Project Cost (inc prior years)
	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
IS Projects												
Airwave Device Replacement	22	22						22	22			1,250
Cloud Networking Migration	0	300	-300					0	0	300		300
Command & Control Replacement	0	0						0	0	0		0
Continued Essential Hardware Refresh	0	0						0	0			667
Crime Recording (CRMS) Archive & Exhibits	23	23	-23					0	0	23		162
Criminal Justice	19	0						0	0			753
Data Domain Backup System	0	161					176	-15	161			161
Desktop Virtualisation	300	300					51	249	300			300
Efinancials Upgrade	39	0						0	0			41
EMRN Services onto PSN Bearers	0	34						34	34			34
Enabling Change	400	0						0	0		0	387
Essential Hardware Refresh	400	0						0	0		0	0
Exchange 2010	32	32					22	10	32			225
Integrated Command & Control System (ICCS) Replacement	0	0						0	0	500		500
Improvements to Digital Investigation Storage	24	274	-45				129	100	229	245		486
Intrusion - monitor & heal software	0	60						60	60			60
Local Perimeter Security Enhancements	31	31						31	31			50
Migrate to PSN (Public Services Network)	98	98					2	96	98			110
Mobile Data Changes and Enhancements	36	36						36	36			79
Mobile Data H.O. Pentip	41	41						41	41			41
Mobile Data Incident Update	150	150						150	150			150
Mobile Data Managed Crime & Risk Forms	93	93						93	93			93
Mobile Data Platform	500	296					520	-224	296			296
Mobile Data Remote Working	560	210					-80	290	210	350		1,147
Mobile Data Stop & Search	7	7						7	7			38
Mobile Date H.O. Crash	170	170						170	170			170
Mobile Device Pilot	102	102					80	22	102			135
Network Infrastructure Improvements	0	2		-2				0	0	350		776
Regional Agile Working	0	510					109	401	510	350		860
Regional ANPR	0	0						0	0	99		99
Regional LAN Desk Merger development	255	255	-200				10	45	55	458		628
Regional Project Storage (DIR)	167	167					84	83	167			253
Ring of Steel ANPR Cameras	0	0						0	0	210		210
Sharepoint Portal	0	200	-200					0	0	200	50	250
SQL Server	120	120			-120			0	0			0
Storage Solutions	104	104						104	104	100		357
System Centre Operation Manager (SCOM)	0	70						70	70			70
Telephony Project	1,057	1,057	-657		150		79	471	550	657		1,467
Upgrade Audio Visual Equipment	0	50						50	50			50
Upgrade Control Room Workstations	0	290					32	258	290			290
Windows 7	20	20					6	14	20			794
	4,770	5,285	-1,425	-2	30	0	1,220	2,668	3,888	3,842	50	13,739

	2015/16 Original Approved Budget inc. slippage	2015/16 Approved Budget pd06	Slippage	Under (-) / Over Spend	Virements	New Projects	Spend to date	Budget Remaining	2015/16 Forecast spend	2016/17 Revised Budget	2017/18 Revised Budget	Total Project Cost (inc prior years)
	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
Other Projects												
Artemis Fleet Management	199	199					38	161	199			677
Bassetlaw/Broxtowe ANPR provision	0	25						25	25	25		50
Body Worn Video	1,667	0						0	0			482
Chief Officer Team vehicles	0	0						0	0	30		198
Digital Interview Recorders	100	100					123	-23	100			100
EMOpSS - East Midlands Operational Support Service	1,499	0						0	0			0
Equipment Contingency	0							0			0	0
Evidence Storage - Archive & Exhibits	100	70					15	55	70			70
Firearms Cabinets & Access Storage	100	100						100	100	50		150
MAIT - Multi Agency Intelligence Team	550	550						550	550			550
MFSS - Multi Force Shared Service	1,740	1,740					1,377	363	1,740			3,273
Niche	1,542	1,542					498	1,044	1,542			1,799
Unallocated non driver slot vehicles	100	0						0	0		0	0
Northern Property Store Increased Storage	200	0						0	0	300		300
PBS - Police Business Services	382	382					3	379	382			382
Virtual Courts	-38	14						14	14			51
	8,141	4,722	0	0	0	0	2,054	2,668	4,722	405	0	8,082
Total Programme	20,177	16,172	-3,292	-62	0	0	5,459	7,359	12,818	9,919	3,575	40,125
							Anticipated slippage	-6,000	6,000		0	
								6,818	15,919		3,575	

Capital 4 Year Plan

2016-17 to 2019-20

	2016/17 Proposed Budget	2017/18 Proposed Budget	2018/19 Proposed Budget	2019/20 Proposed Budget	Total Project Cost (inc prior years)
	£000	£000	£000	£000	£000
Estates Projects					
Automatic Gates/Barriers - various	200				200
Bridewell Refurbishment	500	3,500			4,100
Building Management replacement system	370				370
Bulwell Refurbishment	150				150
Bunkered Fuel Tank Works	225				225
Carlton - East Mids Ambulance Service Community Station	100				100
Custody Improvements	25	25			1,445
Digital Investigation Unit (DIU)/Cyber	180				305
Eastwood Police Station Replacement	870				898
FHQ Kennels	431				638
Lift replacement - Mansfield & Radford Road	55				121
Mansfield - Create open plan space	800				800
Newark - create open plan space	600				600
Oxclose Lane Refurbishment	400				850
West Bridgford 1st floor refurbishment	290				301
	5,196	3,525			11,103

	2016/17 Proposed Budget	2017/18 Proposed Budget	2018/19 Proposed Budget	2019/20 Proposed Budget	Total Project Cost (inc prior years)
	£000	£000	£000	£000	£000
IS Projects					
Integrated Command & Control System (ICCS) Replacement	500				500
Improvements to Digital Investigation Storage	200				486
Mobile Data Remote Working	350				1,147
Network Infrastructure Improvements	350				776
Regional Agile Working	700				1,210
Regional ANPR	99				99
Regional LAN Desk Merger development	258				628
Ring of Steel ANPR Cameras	210				210
Sharepoint Portal		50			250
Storage Solutions	100				357
	2,767	50			5,663

	2016/17 Revised Budget	2017/18 Revised Budget	2018/19 Proposed Budget	2019/20 Proposed Budget	Total Project Cost (inc prior years)
	£000	£000	£000	£000	£000
Other Projects					
Bassetlaw/Broxtowe ANPR provision	25				50
Body Worn Video	339				339
Chief Officer Team vehicles	30				198
Firearms Cabinets & Access Storage	50				150
Northern Property Store Increased Storage	300				300
	744	0			1,037
Potential Programme in future years subject to BC			4,000	4,000	8,000
Total Programme	8,707	3,575	4,000	4,000	25,803

**Appendix 2 - Capital Programme changes
2016-2017 & 2017-2018 at Period 8**

	2016/17				2017/18			
	Approved Budget £000	Slippage £000	(Under)/Over Spend £000	Revised Budget £000	Approved Budget £000	Slippage £000	(Under)/Over Spend £000	Revised Budget £000
Estates Projects								
Automatic Gates/Barriers - various	200			200				0
Bridewell Refurbishment	500			500	3,500			3,500
Building Management replacement system	370			370				0
Bulwell Refurbishment	150			150				0
Bunkered Fuel Tank Works	165	60		225				0
Carlton - East Mids Ambulance Service Community Station	100			100				0
Custody Improvements	25			25	25			25
Digital Investigation Unit (DIU)/Cyber	5	175		180				0
Eastwood Police Station Replacement	870			870				0
FHQ Kennels	285	146		431				0
Lift replacement - Mansfield & Radford Road	55			55				0
Mansfield - Create open plan space	750	50		800				0
Newark - create open plan space	600			600				0
Oxclose Lane Refurbishment	400			400				0
West Bridgford 1st floor refurbishment	200	90		290				0
	4,675	521	0	5,196	3,525	0	0	3,525

	2016/17				2017/18			
	Approved	(Under)/Over		Revised	Approved	(Under)/Over		Revised
	Budget £000	Slippage £000	Spend £000	Budget £000	Budget £000	Slippage £000	Spend £000	Budget £000
IS Projects								
Integrated Command & Control System (ICCS) Replacement	500			500				0
Improvements to Digital Investigation Storage	200			200				0
Mobile Data Remote Working	350			350				0
Network Infrastructure Improvements	350			350				0
Regional Agile Working	350			350				0
Regional ANPR	99			99				0
Regional LAN Desk Merger development	258			258				0
Ring of Steel ANPR Cameras	210			210				0
Sharepoint Portal				0	50			50
Storage Solutions	100			100				0
	2,417	0	0	2,417	50	0	0	50

	2016/17				2017/18			
	Approved	(Under)/Over		Revised	Approved	(Under)/Over		Revised
	Budget £000	Slippage £000	Spend £000	Budget £000	Budget £000	Slippage £000	Spend £000	Budget £000
Other Projects								
Bassetlaw/Broxtowe ANPR provision	25			25				0
Chief Officer Team vehicles	30			30				0
Firearms Cabinets & Access Storage	50			50				0
Northern Property Store Increased Storage	300			300				0
	405	0	0	405	0	0	0	0
Total Programme	7,497	521	0	8,018	3,575	0	0	3,575

For Information	
Public/Non Public*	Public
Report to:	Strategic Resources and Performance Meeting
Date of Meeting:	15th March 2016
Report of:	Superintendent Helen Chamberlain
Report Author:	Superintendent Helen Chamberlain
E-mail:	Helen.chamberlain@nottinghamshire.pnn.police.uk
Other Contacts:	
Agenda Item:	06

*If Non Public, please state under which category number from the guidance in the space provided.

HMIC Inspection update – Public Protection

1. Purpose of the Report

1.1 The purpose of the report is to provide a public facing update on the three recent Her Majesty's Inspectorate of Constabulary (HMIC) Inspection reports. All three reports were published in December 2015:

- Police effectiveness 2015 (Vulnerability)
- 'Increasingly everyone's business': A progress report on the Police response to domestic abuse
- The depths of dishonour: Honour based violence, forced marriage and FGM

2. Recommendations

2.1 To note the update and to acknowledge that the agreed recommendations that the Service will taking forward will be managed through the Force 4Action plan

3. Reasons for Recommendations

3.1 In order that the Police and Crime Commissioner can satisfy his obligations to update the public

4. Summary of Key Points (this should include background information and options appraisal if applicable)

4.1 The Inspection into Vulnerability was part of the wider PEEL inspection process. This was primarily a national thematic inspection with additional comments for each force. No force was judged 'outstanding'. We were part of

a group of 27 forces that were judged to 'require improvement' the force having received its inspection in August 2015. Prior to that the force was subject to a lengthy request for supporting documentation, our vulnerability inspection was designed to answer the overall question: 'How effective are forces at protecting from harm those who are vulnerable and supporting victims?'

- 4.2 As a result of the above inspection we are focusing on working with our regional learning and development team to ensure an updated training programme is in place, to ensure that we work with partners to assure ourselves that information about 'return home interviews' for children who go missing is shared in a timely fashion. That we also review all our information sharing agreements to ensure that they are up to date and lawful.
- 4.3 As a result of the report there were 8 recommendations, of which 5 are being taken forward for further action by Nottinghamshire Police. All have been reviewed by DCC Fish as part of the scrutiny and governance process, work is progressing with regards to these recommendations. (Appendix A).
- 4.4 The progress report on Domestic Abuse was published in December 2015, the force being inspected originally in October 2014. The thematic report, *increasingly everyone's business*, sets out the full findings on the police response to domestic abuse, and the progress made.
- 4.5 The recommendation for forces on the above inspection was to ensure that we reviewed our Domestic Abuse Action plan published in 2014 to ensure it is still relevant. Work to review that is underway.
- 4.6 As a result of the report there were 11 recommendations put forward. After intense review Nottinghamshire Police identified 2 recommendations to be taken forward for further action. The remaining 9 recommendations are being progressed by multiple agencies, OPCC and the College of Policing.
- 4.7 The 2 recommendations carried forward have been reviewed by DCC Fish as part of the scrutiny and governance process, work is progressing with regards to these recommendations. (Appendix A).
- 4.8 The '*depths of dishonour*' is a national thematic inspection report published in December 2015. The Force weren't visited but submitted a self-assessment template in March 2015.
- 4.9 In terms of the activity on the above inspection the organisation is concentrating on ensuring that they have a community profile which clearly outlines the different and emerging communities within Nottinghamshire, specifically the types of cultures, village traditions and tribal practices which may mean that certain elements of those communities are at risk of HBA including female genital mutilation. This will allow us and partners to better prepare education and interaction with communities

- 4.10 As a result of this report there were 14 recommendations. The Home Office were to manage 3 of the recommendations and The NPCC to action 6 of the recommendations. The remaining 6 recommendations for the Police to action were equally divided between Nottinghamshire Police and The College of Policing.
- 4.11 The 3 recommendations carried forward by Nottinghamshire Police have all been reviewed by DCC Fish as part of the scrutiny and Governance process. (Appendix A).
- 4.12 Recommendation 'By June 2016, Chief Constables together with partner agencies should ensure they have clear policies' has been carried forward with regards to Honour based violence (HBV), Female Genital Mutilation (FGM) and Forced Marriage (FM). All of their procedures are being reviewed by the Public Protection department to ensure they reflect the NPCC (National Police Chiefs Council) policing strategy.
- 4.13 This recommendation went on to suggest clear development regarding policies and procedures to enable an integrated approach to HBV, FGM and FM between Police forces. Discussion is continuing regarding this taking place with Niche, which is comparable between forces. This has been referred to the Regional Niche board and Niche design authority.
- 4.14 The OPCC have access to 4Action and therefore can continue to monitor the progress of the action taken with these recommendations.

5. Financial Implications and Budget Provision

- 5.1 No financial implications of the update

6. Human Resources Implications

- 6.1 No human resources implications

7. Equality Implications

- 7.1 No equality implications

8. Risk Management

- 8.1

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

9.1

10. Changes in Legislation or other Legal Considerations

10.1 Recent change to legislation under the Serious Crime act 2015 making Coercion and Control illegal in a domestic abuse setting

11. Details of outcome of consultation

11.1 Not applicable

12. Appendices

12.1 Appendix A: Public Protection 4action update.

13. Background Papers (relevant for Police and Crime Panel Only)

13. All reports are available on the HMIC website

Strategic Resources and Performance Meeting. HMIC Inspection Update - Appendix A

Recommendation	Action	Manager Responsible	Source Title	Action Detail
<p>Recommendation 3</p> <p>To inform the action plan specified in Recommendation 2, chief constables should review how they, and their senior officers, give full effect to their forces' stated priority on domestic abuse. This should consider how action to tackle domestic abuse is prioritised and valued, and how staff are given the appropriate level of professional and conspicuous support and encouragement. This should be done through a clear and specific assessment of the following issues in respect of domestic abuse:</p> <ul style="list-style-type: none"> a) the force's culture and values; b) the force's performance management framework; c) the reward and recognition policy in the force and the roles and behaviours that this rewards currently; d) the selection and promotion arrangements in the force; e) the messages and communications sent by the senior leadership team to the rest of the force about tackling domestic abuse; f) the development opportunities for officers and staff in the force; and g) force policy on how perpetrators and victims of domestic abuse in the force are managed. <p>Where the review identifies shortcomings, the chief constable should ensure the implementation of prompt, adequate and effective remedial action. Those remedial steps should be incorporated into the action plan specified in Recommendation 2.</p> <p>HMIC should be provided with a copy of each review and the action plan.</p>	<p>Action: Review how chief constables, and their senior officers, give full effect to their forces' stated priority on domestic abuse. If there are any shortcomings they should be included in the action plan as in recommendation 2.</p>	<p>Supt Helen Chamberlain</p>	<p>Increasingly everyone's business: A progress report on the police response to domestic abuse</p>	<p>DCC scrutiny 23.02.16 part of the scrutiny and governance process.</p>

<p>Recommendation 2</p> <p>By September 2016, every police force in England and Wales should establish and publish an action plan that specifies in detail what steps it will take to improve its approach to domestic abuse. This action plan should be developed:</p> <ul style="list-style-type: none"> a) in consultation with police and crime commissioners, domestic abuse support organisations and victims' representatives; b) after close consideration of all the recommendations in this report; c) with reference to all relevant domestic homicide reviews and IPCC findings, whether in connection with the force in question or another force; and d) drawing on relevant knowledge acquired or available from other sources such as CPS scrutiny panels and MARAC self assessments <p>The action plan should be established on the basis of best practice, based on revised relevant guidance from the College of Policing. To ensure consistency, the College and the national policing lead on domestic abuse have agreed to provide advice on the areas that each plan should cover by the end of April 2016.</p> <p>Chief officers in each police force should oversee and ensure full implementation of these action plans. This should be a personal responsibility in each case. Police and crime commissioners should hold forces to account in this respect. HMIC will inspect forces' progress on domestic abuse as part of its new annual all-force inspection programme. Police and crime commissioners and chief constables should be called upon to report publicly on progress, as well as to the national oversight and monitoring group</p>	<p>Action: Review, update and publish the domestic abuse action plan. This action plan should be developed:</p> <ul style="list-style-type: none"> a) in consultation with police and crime commissioners, domestic abuse support organisations and victims' representatives; b) after close consideration of all the recommendations in this report; c) with reference to all relevant domestic homicide reviews and IPCC findings, whether in connection with the force in question or another force; and d) drawing on relevant knowledge acquired or available from other sources such as CPS scrutiny panels and MARAC self assessments 	<p>Supt Helen Chamberlain</p>	<p>Increasingly everyone's business: A progress report on the police response to domestic abuse</p>	<p>Draft Action plan being compiled. DCC scrutiny 23.02.16 as part of the scrutiny and governance process.</p>
<p>Recommendation 11.2 and joint working structures in place to ensure an integrated approach to HBV, FM and FGM between police forces and other agencies.</p>	<p>Action: 11.2 Develop joint working structures to enable an integrated approach to HBV, FGM and FM between police forces and other agencies.</p>	<p>Supt Helen Chamberlain</p>	<p>The depths of dishonour: Hidden voices and shameful crimes.</p>	<p>DCC scrutiny 23.02.16 part of the scrutiny and governance process.</p>

Recommendation 11: 11.1: By June 2016, chief constables together with partner agencies should ensure they have clear policies	Action: 11.1 Develop clear policies and procedures to enable an integrated approach to HBV, FGM and FM between police forces and other agencies. Communicate the new documents via weekly orders and with corporate communications launch.	Supt Helen Chamberlain	The depths of dishonour: Hidden voices and shameful crimes.	The following procedures have recently been completed and are on the intranet. National Police Chiefs Council (NPCC) has recently published its policing strategy relating to eradicating HBA, FGM and FM. Consequently all of these procedures are being reviewed by Public Protection to ensure that this strategy is reflected.. DCC scrutiny 23.02.16 part of the scrutiny and governance process. Recommendation regarding protection of personal data, this needs to be within Niche, which is compatible with other forces. Procedures and practices to be developed. Regional Niche meeting regarding HBA held at Leics HQ on 29.02.16. discussion and agreement continuing and referred to the Niche design authority which will be followed by a decision as to how to move forward and establish a coordinated regional Niche procedure.
Recommendation 9 By June 2016, chief constables in consultation with partner agencies should undertake research and analysis using diverse sources to understand better the nature and scale of HBV, FM and FGM in their force areas, and use this information to raise awareness and understanding of HBV, FM and FGM on the parts of their police officers and staff.	Action: Undertake analysis and research in consultation with the cross authority FGM Board to understand better the nature and scale of HBV, FM and FM. Use this information to create a holistic / community profile. Use this information to raise awareness and understanding to police officers and staff where appropriate.	Supt Helen Chamberlain	The depths of dishonour: Hidden voices and shameful crimes.	DCC scrutiny 23.02.16 part of the scrutiny and governance process.
Details	Management Response	2.3 Manager Responsible	3.3 Source Title	Action Detail

<p>Recommendation: The force should improve its response to persistent and repeat missing children by ensuring information from previous missing episodes is used to develop a co-ordinated and prioritised response.</p>	<p>Action: Work with partners in both LA's to establish processes for more robust sharing of Return Interview information, in line with our agreed joint protocol for missing children.</p> <p>There is currently a secure email used for this purpose, developed the process to maximise the sharing of relevant information in a timely manner, to inform responses and develop a co-ordinated and prioritised response.</p> <p>The introduction of NICHE in February 2016, with the use of 'golden nominal' records to which all 'occurrences' are linked will support our activity</p>	<p>Supt Helen Chamberlain</p>	<p>PEEL: Police effectiveness 2015 (vulnerability National & Local)</p>	<p>DCC scrutiny 23.02.16 part of the scrutiny and governance process.</p>
<p>Recommendation: The force should improve its initial response to vulnerable victims by ensuring frontline officers and staff are appropriately trained to investigate and to safeguard vulnerable victims.</p>	<p>Action: Develop with regional learning and development (Andy Hough) a suitable training input to deliver to all frontline officers and staff to ensure all are appropriately trained to investigate and safeguard vulnerable victims.</p>	<p>Supt Helen Chamberlain</p>	<p>PEEL: Police effectiveness 2015 (vulnerability National & Local)</p>	<p>DCC scrutiny 23.02.16 part of the scrutiny and governance process.</p>

Recommendation: The force should improve the way it works with partners to share information and safeguard vulnerable people, specifically in relation to addressing the backlog in cases that require further assessment and referring to other organisations.	Action: DCI Sanders to work with the Head of Childrens Services Clive Chambers to reorganise the structure of Safeguarding. Review and update as necessary Information Sharing Agreements. Publish any new agreements on the library and communicate this through a weekly order.	Supt Helen Chamberlain	PEEL: Police effectiveness 2015 (vulnerability National & Local)	DCC scrutiny 23.02.16 part of the scrutiny and governance process.
Recommendation: The force should improve its response to child sexual exploitation by developing its understanding of the nature and scale of the issue and ensuring that preventive activity is properly co-ordinated.	Action: Review and develop the draft problem profile in conjunction with partners to ensure there is properly coordinated preventative activity.	Supt Helen Chamberlain	PEEL: Police effectiveness 2015 (vulnerability National & Local)	New activity - Pending update.
Recommendation: The force should improve its investigation of cases involving vulnerable victims by ensuring officers with appropriate skills and expertise carry out such investigations and it supervises their workloads to ensure they can do so effectively.	Action: DCI on Public Protection to monitor and provide assurance that investigations are effective and workloads are appropriate.	Supt Helen Chamberlain	PEEL: Police effectiveness 2015 (vulnerability National & Local)	DCC scrutiny 23.02.16 part of the scrutiny and governance process.

For Information	
Public	
Report to:	Strategic Resources and Performance Meeting
Date of Meeting:	15th March 2016
Report of:	
Report Author:	James Lunn – Senior HR Partner
E-mail:	james.lunn@nottinghamshire.pnn.police.uk
Other Contacts:	Lynda Kelly – Equality, Diversity & Inclusion Advisor
Agenda Item:	07

Equality, Diversity and Human Rights Performance and Monitoring

1. Purpose of the Report

- 1.1 To inform the Strategic Performance & Resources Board of the progress of Nottinghamshire Police in the areas of Equality, Diversity and Human Rights.

2. Recommendations

- 2.1 That the Police and Crime Commissioner note the progress of Nottinghamshire Police in the areas of Equality, Diversity and Human Rights.

3. Reasons for Recommendations

- 3.1 To ensure that the Police and Crime Commissioner is kept updated on these issues

4. Summary of Key Points

4.1 Equality Objectives

As part of the Police and Crime Commissioner and Chief Constables' commitment to equality and diversity, four key equality objectives have been identified and adopted. The work towards each of these objectives is led by a designated member of the Chief Officer team.

The current leads for these objectives are

Proportionality	ACC Simon Torr
Engagement	ACC Simon Torr
Culture	DCC Sue Fish
Representation	ACO Human Resources – Ali Naylor

Progress on these objectives is monitored by the Equality, Diversity and Human Rights strategy board which meets on a quarterly basis and is chaired by the Chief Constable. The Deputy Police and Crime Commissioner attends these meetings on behalf of the Office of the Police and Crime Commissioner.

In addition to leading on Equality and Diversity, each member of the Chief Officer team also undertakes the role of 'Network Champion' for one or more of the Diversity Support Networks within Nottinghamshire police.¹ The introduction of Support Network Champions has been of benefit to all of our diversity support networks, it has helped in promoting and empowering the support network and in building a belief from the top that the issues that they raise are important.

Over the past year significant work has taken place towards these objectives the highlights of which include:

Stop and Search

Continued hard work has been dedicated to improving the use and monitoring of stop and search powers, and in particular to ensure that any issues of apparent disproportionality are tackled robustly.

The work programme, which is managed at Chief Officer level, has consisted of a variety of activities which include; the development and roll out of a stop and search mobile data application which improves the recording of stop and search both in terms of personal information used and geographical mapping; improved data collection and monitoring allowing more effective performance management by supervisors; and refresher training for all officers covering legislation, community impact, behaviours and attitudes.

Front-line officers have been undergoing equality training on unconscious bias provided by an external consultant.

The Force continues to comply with the Best Use of Stop and Search Scheme and the Scrutiny Board meets on a regular basis.

Hate Crime

A consolidated action plan for tackling hate crime and improving outcomes has been developed by the Hate Crime Steering Group of the Safer Nottinghamshire Board. Chief Inspector Ted Antill has been designated as the primary crime lead for this area and his work is supported by a hate crime manager post that is responsible for the day to day implementation of the action plan. The plan incorporates recommendations from national reports²,

¹ Diversity Support Networks – Black Police Association (BPA), Nottinghamshire Encouraging Women to Succeed (NEWS), The Network is Nottinghamshire Police's lesbian, gay, bisexual and trans support, Disability Awareness Network (DAWN), Gypsy Roma Traveller Police Association (GRTPA) and Christian Police Association (CPA).

² Reports include the Equality and Human Rights Commission's 'Hidden in Plain Sight', 'Out in the Open' reports into disability related harassment, Stonewall's Homophobic Hate Crime – The Gay Britain Crime Survey 2013 and the Parliamentary Enquiry Transgender Equality report published in 2015.

and from an internal audit of hate crime process and performance. In addition Nottinghamshire Police continues to work closely with partner agencies such as Mencap to address disability related hate crime and the LGBT Independent Advisory Group's (IAG) to increase under reporting.

Key activity has included a hate crime media campaign to create a better understanding of what constitutes a hate crime and conveying a strong message that all incidents will be taken seriously. The campaign has centred on significant dates such as International Day against Homophobia, Biphobia and Transphobia (IDAHOT), deaf awareness week, disability awareness day and community events including the Carnival and Pride. In addition, we supported events addressing Misogynistic hate crime, encouraging partners to sign a hate crime pledge and implementing hate crime policies.

Mental Health

The introduction of the triage cars has seen a significant reduction in the use of police powers under section 136 of the Mental Health Act. Partnership efforts to address mental health have also been increased following the introduction of the concordat action plan. Since April 2015 there have been further reductions in the use of cells for section 136 Mental Health Act patients and no children have been detained.

Internally, the Force has signed up to the MIND Blue Light Time to Change Pledge to show a commitment to challenge mental health stigma and promote positive wellbeing within Nottinghamshire Police. Working with the Black Police Association we have promoted MIND mental health workshops and self-help guides to build resilience and awareness. There is an action plan that goes hand in hand with the Blue Light Pledge that will be worked through during the forthcoming year. This will include promoting mental health champions/friends and mental health workshops for managers and staff.

Positive Action

The Force has continued to work closely with the College of Policing on the BME Progression 2018 programme. We also piloted the "Emerging Potential" training course for BME officers and staff and supported a review of the equity of current national assessment processes for BME applicants.

Positive action initiatives were put in place to support the specials and cadet recruitment and Fast-Track Programme. We are working to increase the profile of the formal mentoring framework and programme via the Diversity Support Networks and reviewing a range of options to support the personal and career development of our under represented officers and staff. This will include a review of the 'Emerging Potential' Programme', which aims to contribute to the process of increasing the representation of people from groups that are currently under represented in leadership positions. In addition, we will be involving staff from under-represented groups to review the current provision to identify strengths, gaps and areas for development.

EDI Training

Following an internal review of progress against the MacPherson Inquiry recommendations, the delivery of equality, diversity and inclusion training was commissioned. The mandatory training included an e-learning package for all staff on the Equality Act 2010 and two workshops for managers, one exploring the Equalities Act 2010 in more detail, including unconscious bias and how to be an inclusive manager. The second workshop for more senior managers entitled "21st Century Policing for 21st Century Managers" focussing on working with and through communities. Community members actively participate in the above workshops for managers.

Additional equality awareness workshops have been provided, including Trans awareness, mental health awareness (MIND) and a 'Lite Bites' event focussing on LGBT equality dyslexia awareness, in addition to promoting external workshops on Gypsy Roma Traveller, sexual orientation, religion and faith awareness.

Engagement

As part of an on-going programme of public engagement the Corporate Communication department and Positive Action Coordinator organised Nottinghamshire Police and the Office of the Police & Crime Commissioner's successful presence at a number of community events during the year. These included events such as Emergency Services Day, Nottinghamshire Pride, and the Carnival.

Public engagement has also focussed on raising awareness of the Pegasus and Emergency SMS systems to ensure that our services are as accessible as possible. The British Deaf Association Charter was signed by Nottinghamshire Police on 11th March 2015 and an action plan developed.

Specials

The special constabulary have been aligned to neighbourhoods with a focus on community engagement. A rural crime special constable proactive team has also been implemented.

Cadet Scheme

The cadet scheme positively targets young people, especially those from Black Minority Ethnic and other under-represented sections of the community with the aim of creating greater engagement between the force and young people.

The cadets learn about a range of topics including; police history, first aid, conflict management skills and campaigns; including those to reduce road traffic accidents, anti-social behaviour, and alcohol related crime. As part of the programme, cadet's will volunteer four hours a month to assist the police in attending public events, delivering crime prevention initiatives, conducting crime surveys and general public engagement activities. A cadet training syllabus has been developed to enable cadets to transition to the BA Policing degree course run by the University of Derby.

In addition to the above outward facing activities a number of internal activities related to the Equality Objectives have also taken place. These have included; a series of “EDHR Events” for staff and partners covering topics such as Trans awareness, Mental Health, Gender Agenda 3 and LGBT ‘LITE BITES’. A Holocaust Memorial Event was also held at Police Headquarters.

The “Diversity in Action” annual staff award recognises staff who have actively contributed towards improving relationships within diverse communities and the continued development of an Equality, Diversity and Inclusion section on the staff intranet which provides advice, information and resources around a range of equality and diversity matters.

4.2 Exploring and Improving BME Policing Experiences

In February 2013 a research project, which analysed relations between Nottinghamshire Police and the county's black and ethnic minority community, was commissioned by the Police and Crime Commissioner as part of his pre-election pledge to give BME communities a bigger voice within policing.

The research, led by Professor Cecile Wright from the University of Nottingham, was aimed at improving the relationship between Nottinghamshire's BME community and the police, particularly around the way various styles of policing are interpreted. The project report, published in July and welcomed by both the Police and Crime Commissioner and the Chief Constable, made a series of recommendations around areas such as recruitment, training and stop and search.

As a result a working group has been set up, which includes representation from the BME community, members of Nottinghamshire Police's Chief Officer Team and the Police and Crime Commissioner. This group will provide a focus to ensure the recommendations are driven forward and progress on these recommendations are reported back to the BME community.

4.3 Equality and Diversity Information Report 2015

In line with the Equality Act 2010 (Specific Duties) Regulations 2011, Nottinghamshire Police has published an annual report containing details of the information, gathered and used to inform progress towards meeting the public sector equality duty. The report is available on the Nottinghamshire Police website and is attached at **Appendix 1**.

The report contains performance data and statistical information in three areas; demographic information for Nottinghamshire, performance data in relation to service delivery and information regarding the make-up and culture of Nottinghamshire Police. The information covers the period from 1st April 2014 to the 31st March 2015.

Highlights from the report include

- The reporting of Hate Crimes has improved with 18.7% more crimes recorded the number of incidents has fallen by -5.4% during 2013/2014. Detection rates for Hate Crime, at 33.7%, remain higher than the average for all other types of crime.
- The force has introduced new practices, mobile data solutions and training for stop and search. The number of searches per 1000 population is reducing significantly as officers are tasked more effectively.
- Satisfaction rates from victim of crime surveys showed over 84% of all respondents, for all surveys were satisfied, with the service they received. However BME victims showed a lower satisfaction rate when compared with White victims. Male victims had a slightly lower satisfaction rate when compared with female victims.
- Reporting of domestic violence incidents has increased by 6.6% with detection rates continuing to remain higher than the average for all other types of crime.
- Speakers of 56 languages required translators during 2014/15 with Polish, Romanian and Lithuanian remaining the most commonly requested languages. Overall the number of translation requests increased by just over 13.5% from the previous year.
- The Pegasus system; which is designed to make contacting and communicating with the Police more accessible for some disabled people, now has over 400 members and is in use by both Nottingham Fire and Rescue service and East Midlands Ambulance service.
- 29.70% of our officers are women; which is slightly higher than the national average for the Police Service in England and Wales.
- BME representation amongst Police Officers has increased slightly to 4.39% which creates a representation gap with the local population of 6.81%. This is slightly better than the representation gap for all Police Services in England and Wales which is 8.8%.
- BME Officer representation remains lowest at the rank of Chief Inspector, although Female Officer representation at this rank has improved for the second year in succession now showing as 19.51%.
- The number of employees who self-classified as having a disability was 2.56% and as LGBT 2.09%. There are low levels of declaration in these two areas, which we are seeking to address.
- There is now almost 20% of the workforce working part time.

4.4 **Stonewall Workplace Equality Index (WEI) 2016**

Nottinghamshire Police is a Stonewall Diversity Champion and participates in the Stonewall Workplace Equality Index (WEI) each year. The Stonewall WEI is a benchmarking tool which enables us to benchmark our work on LGBT equality against best practice.

Nottinghamshire Police attended a Stonewall top 100 employer's launch on Tuesday 19th January 2016. At the event we received formal notification that we are now a Stonewall top 100 employer, ranking 64th place within the index. This represents a significant improvement on last years' ranking of 167th.

Activity to improve LGBT equality has included the following:

- Implementing a straight allies programme
- Promoting LGBT role models within the organisation
- Updating the Bullying Discrimination and Harassment Procedure and publicising reporting routes
- Collaborating on a positive action event targeting LGBT and BME detectives
- Promoting the rainbow flag at Nottingham Carnival as part of mainstreaming LGBT equality
- Coordinating and supporting LGBT engagement events
- Coordinating IDAHOT activities internally and externally across the city & county including a civic launch and a public streaming event
- Supporting the development of the North Notts LGBT IAG and hate crime scrutiny group

As a result of feedback from Stonewall a number of activities have been identified and built into equality objective work plans with a view to improving Nottinghamshire Police's standing in the index. We will continue to work with Nottingham Healthcare Foundation Trust, as part of our mentoring arrangements with one of the Stonewall top performing employers, to deliver an action plan, which includes:

- Increasing the sexual orientation declaration rate
- Joint working and delivering LGBT partnership events

We will also seek to promote Trans inclusion and equality, career development for LGBT and other underrepresented groups. Other work to foster inclusion will include promoting Black History month, Disability History month, International Women's Day, LGBT History Month etc.

5. Financial Implications and Budget Provision

5.1 Not applicable - update report only

6. Human Resources Implications

6.1 Not applicable - update report only

7. Equality Implications

7.1 Please see the main body of this report, which outlines the action the force is taking against each of the four key equality objectives.

8. Risk Management

8.1 Not applicable - update report only

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

9.1 Not applicable - update report only

10. Changes in Legislation or other Legal Considerations

10.1 Not applicable - update report only

11. Details of outcome of consultation

11.1 Not applicable - update report only

12. Appendices

12.1 Appendix 1 – Equality & Diversity Information 2015

Equality & Diversity Information 2015



NOTTINGHAMSHIRE
POLICE
PROUD TO SERVE



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Introduction



Nottinghamshire Police's vision is to be the best performing police force in England and Wales and we recognise that how we deal with issues of equality, diversity and inclusion underpins our achievement of this vision.

In addition to this, in common with all public authorities, we have an obligation in law to our staff and service users to put these issues at the heart of what we do.

The Equality Act 2010 places a duty on public bodies, such as Nottinghamshire Police, to pay due regard, when carrying out all internal and external functions, to the need to:

- eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Act,
- advance equality of opportunity between people who share a protected characteristic and those who do not,
- foster good relations between people who share a protected characteristic and those who do not

This means that we need to think about how we deliver services to the public, how we use our resources, and how we treat our staff particularly in relation to the following areas (or 'protected characteristics' as they are called in the act)

- Age Disability
- Gender Reassignment
- Pregnancy and Maternity
- Race
- Religion and Belief
- Sex
- Sexual Orientation

Equality Objectives

To help us meet the public sector duty, and as part of our legal obligations under the Equality Act 2010 (Specific Duties) Regulations 2011, in April 2012 we identified and published four equality objectives.

Equality Objective 1 – Proportionality

We will ensure that across all areas of operational performance that; policing powers are used proportionately; our services are accessible to all, and crimes that disproportionately affect and impact on particular protected groups are dealt with proactively.

Equality Objective 2 – Engagement

We will regularly and meaningfully engage with our local and diverse communities to ensure that what we do focuses on their needs and reflects their concerns and experiences

Equality Objective 3 – Culture

We will be recognised both locally and nationally as an organisation people choose to work for because of its reputation for treating people fairly, respectfully and without discrimination.

Equality Objective 4 – Representation

We will increase the extent that our workforce is representative of the communities of Nottinghamshire and ensure that all staff have the opportunity to progress and develop so that this representation is reflected at all levels within our organisation

Each of these objectives has a plan of work activities and projects designed to progress our achievement of the objectives, and each of these plans is owned and led by a member of our Chief Officer team

For a copy of our equality objectives please visit our website.

Equality Information

So that we know whether we are succeeding in our objectives and our duty, we need to gather and use information about people and equality. We do this in a number of ways:

- Asking people about their age, gender, sexual orientation, ethnicity etc... when they call us or when we interact with them.
- Talking to different groups of people inside and outside the police about their needs and the needs of their communities
- Listening to what people tell us
- Thinking about how the way we do things might affect different people and different communities in different ways
- Reading local and national reports and surveys and using the information we get to improve our services

The information we get helps inform our decision making and helps us measure our performance against our legal duties and our strategic priorities.

As part of our legal obligations under the Equality Act 2010 (Specific Duties) Regulations 2011 we are required to publish the information we gather and use to inform our work towards meeting the public sector equality duty.



Summary

The People of Nottinghamshire

- The 2011 census data shows the population of the Nottinghamshire area as 1,091,482 of which 11.2% are from Black & Minority Ethnic (BME¹) census category. The City area has a significantly higher BME population at 28.5%.
- The largest ethnic group in the city after White: British is Asian\Asian British: Pakistani at 5.5% followed by White: Other White at 5.1%. In the county the largest group after White: British is White :Other White at 2.3%
- After Christian (56.5%) the largest religious group in the Nottinghamshire area was Muslim with 33,882 people or 3.1% of the population. 30.9% of the population identified as having no religion.

Our Service Delivery

- The reporting of Hate Crimes has improved with 18.7% more crimes recorded the number of incidents has fallen by -5.4% during 2013/2014. Detection rates for Hate Crime, at 33.7%, remain higher than the average for all other types of crime.
- The force has introduced new practices, mobile data solutions and training for stop and search. The number of searches per 1000 population is reducing significantly as officers are tasked more effectively.
- Satisfaction rates from victim of crime surveys showed over 84% of all respondents, for all surveys were satisfied, with the service they received. However BME victims showed a lower satisfaction rate when compared with White victims. Male victims had a slightly lower satisfaction rate when compared with female victims.
- Reporting of domestic violence incidents has increased by 6.6% with detection rates continuing to remain higher than the average for all other types of crime.
- Speakers of 56 languages required translators during 2014/15 with Polish, Romanian and Lithuanian remaining the most commonly requested languages. Overall the number of translation requests increased by just over 13.5% from the previous year.
- The Pegasus system; which is designed to make contacting and communicating with the Police easier for disabled people, now has over 400 members and is in use by both Nottingham Fire and Rescue service and East Midlands Ambulance service.

¹ Black and Minority Ethnic includes the 5+1 classifications Multiple Heritage, Black, Asian, Chinese and Other.

Our People and Culture

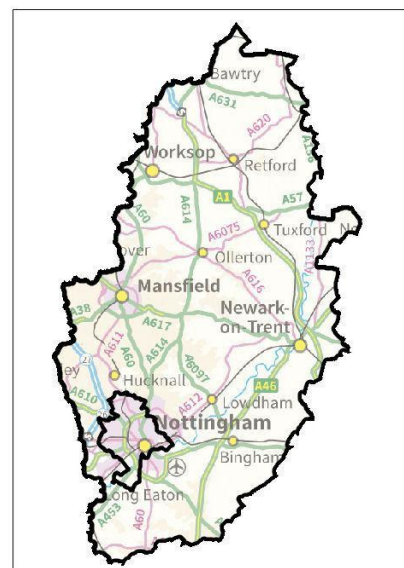
- At the end of March 2015 Nottinghamshire Police employed 2161 Police Officers, 329 Police Community Support Officers, 1410 Police staff, and 252 Special Constables.
- 29.70% of our officers are women; which is slightly higher than the national average for the Police Service in England and Wales.
- BME representation amongst Police Officers has increased slightly to 4.39% which creates a representation gap with the local population of 6.81%. This is slightly better than the representation gap for all Police Services in England and Wales which is 8.8%.
- BME Officer representation remains lowest at the rank of Chief Inspector, Detective Chief Inspector, although Female Officer representation at this rank has improved for the second year in succession now showing as 19.51%.
- Those roles classified as “Specialist Posts” by the Home Office showed higher representation for both women (43.94%) and BME Officers (4.65%) compared with representation figures for all officers.
- There is now almost 20% of the workforce working part time.



The People of Nottinghamshire

To understand how the work we do might affect the different people we serve we need to know the make up of the communities we work within. The following tables provide information under a number of the protected characteristics from the Equality Act 2010.

In the majority of cases the information given below has been taken from the Office of National Statistics 2011 census data, however where certain information was not available alternative sources have been used. These are identified beside individual tables.



In most cases below, a breakdown has been given for the Nottingham City Council area (Nottingham UA), Nottinghamshire County Council area (Nottinghamshire) and the combined areas which form the area policed by Nottinghamshire Police.

Total population figures

The following table shows the overall population figures from the 2011 census.

	2011 population
Nottingham UA	305,680
Nottinghamshire	785,802
Nottinghamshire Police Area	1,091,482

Source ONS Census 2011

Protected Characteristic - Age

The following table shows the population by age groups

	Nottingham UA		Nottinghamshire		Nottinghamshire Police Area	
	Volume	%	Volume	%	Volume	%
0-15	55,576	18.2%	142,322	18.1%	197,898	18.1%
16-24	66,497	21.8%	82,850	10.5%	149,347	13.7%
25-44	87,751	28.7%	199,164	25.3%	286,915	26.3%
45-64	60,304	19.7%	219,019	27.9%	279,323	25.6%
65-74	17,520	5.7%	77,221	9.8%	94,741	8.7%
75+	18,032	5.9%	65,226	8.3%	83,258	7.6%

Source ONS Census 2011

Protected Characteristic – Disability

The table below shows the number and proportion of people of working age who have self reported that they have disability in the Annual Population Survey (APS). (2011-12 Oct)

	Nottingham UA	Nottinghamshire	Nottinghamshire Police Area
Volume	56,551	179,949	236,500
%	18.5%	22.9%	21.7%

Source: Annual Population Survey (APS). (2011-12 Oct)

Protected Characteristic - Gender Reassignment

There is no definitive figure for the number of people in the UK experiencing some form of gender variance or for those who may, at some stage, undergo transition. However research carried out by the Gender Identity Research and Education Society (GIRES) in 2009², which was updated in 2011, states: “that organisations should assume that 1% of their staff and service users may be experiencing some degree of gender variance. At some stage about 0.2% may undergo transition. The number who have so far sought medical care is likely to be around 0.025%, and about 0.015% are likely to have undergone transition.”

Based on these percentages estimates for gender reassignment in our area are

		Nottingham UA	Nottinghamshire	Nottinghamshire Police Area
Undergoing or have undergone transition	0.04%	122	314	436
May undergo transition	0.2%	611	1572	2183

Protected Characteristic - Race and Ethnicity

The following tables provide the 2011 census figures for race and ethnicity in Nottinghamshire. The first table uses the five major heading used in the census and the second uses the eighteen sub headings.

	Nottingham UA		Nottinghamshire		Nottinghamshire Police Area	
White	218698	71.5%	750803	95.5%	969501	88.8%
Multiple Heritage	20265	6.6%	10716	1.4%	30981	2.8%
Black	22185	7.3%	5102	0.6%	27287	2.5%
Asian	34051	11.1%	14197	1.8%	48248	4.4%
Chinese	10481	3.4%	4984	0.6%	15465	1.4%
BME Totals	86982	28.5%	86982	4.4%	121981	11.2%

Source ONS Census 2011

² “Gender variance in the UK” GIRES 2009.

	Nottingham UA		Nottinghamshire		Nottinghamshire Police Area	
White: English / Welsh / Scottish / Northern Irish / British	199,990	65.4%	727,938	92.6%	927,928	85.0%
White: Irish	2,819	0.9%	4,133	0.5%	6,952	0.6%
White: Gypsy or Irish Traveller	326	0.1%	456	0.1%	782	0.1%
White: Other White	15,563	5.1%	18,276	2.3%	33,839	3.1%
Multiple ethnic group: White and Black Caribbean	12,166	4.0%	5,174	0.7%	17,340	1.6%
Multiple ethnic group: White and Black African	2,004	0.7%	961	0.1%	2,965	0.3%
Multiple ethnic group: White and Asian	3,304	1.1%	2,719	0.3%	6,023	0.6%
Multiple ethnic group: Other Mixed	2,791	0.9%	1,862	0.2%	4,563	0.4%
Asian/Asian British: Indian	9,901	3.2%	7,204	0.9%	17,105	1.6%
Asian/Asian British: Pakistani	16,771	5.5%	3,470	0.4%	20,241	1.9%
Asian/Asian British: Bangladeshi	1,049	0.3%	600	0.1%	1,649	0.2%
Asian/Asian British: Chinese	5,988	2.0%	2,942	0.4%	8,930	0.8%
Asian/Asian British: Other Asian	6,330	2.1%	2,923	0.4%	9,253	0.9%
Black / African / Caribbean / Black British: African	9,877	3.2%	1,754	0.2%	11,631	1.1%
Black / African / Caribbean / Black British: Caribbean	9,382	3.1%	2,782	0.4%	12,164	1.1%
Black / African / Caribbean / Black British: Other Black	2,926	1.0%	566	0.1%	3,492	0.3%
Other ethnic group: Arab	2,372	0.8%	815	0.1%	3,187	0.3%
Other ethnic group: Any other ethnic group	2,121	0.7%	1,227	0.2%	3,348	0.3%

Source ONS Census 2011

Protected Characteristic - Religion & Belief

The religion and beliefs included in the table below reflect the question and categories used in the 2011 Census.

	Nottingham UA		Nottinghamshire		Nottinghamshire Police Area	
Buddhist	2,051	0.7%	1,860	0.2%	3,911	0.4%
Christian	135,216	44.2 %	481,994	61.3%	617,210	56.5%
Hindu	4,498	1.5%	3,480	0.4%	7,978	0.7%
Jewish	1069	0.3%	717	0.1%	1,786	0.2%
Muslim	26,919	8.8%	6,963	0.9%	33,882	3.1%
Sikh	4,312	1.4%	3,132	0.4%	7,444	0.7%
Other religion	1483	0.5%	2,689	0.3%	4,172	0.4%
No religion	106,954	35.0%	230,138	29.3%	337,092	30.9%
Not stated	23,178	7.6%	54,829	7.0%	78,007	7.1%

Source ONS Census 2011

Protected Characteristic – Sex

	Nottingham UA		Nottinghamshire		Nottinghamshire Police Area	
Female	151,903	49.7%	399,080	50.8%	550,983	50.5%
Male	153,777	50.3%	386,722	49.2%	540,499	49.5%

Source ONS Census 2011

Protected Characteristic - Sexual Orientation

The below figures are based on the government's suggestion of 5-7% of the population being lesbian gay or bisexual (LGB). This is a figure which Stonewall feels is a reasonable estimate. However, there is no definitive data on the number of LGB people in the UK as no national census has ever asked people to define their sexuality. For the purposes of the table below the figure of 6% of population has been used.

		Nottingham UA	Nottinghamshire	Nottinghamshire Police Area
LGB	6%	18,342	47,148	65,490
Heterosexual	94%	287,358	738,652	1,026,010

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NOTTINGHAMSHIRE
POLICE
PROUD TO SERVE

Our Service Delivery



Our Service Delivery

This section of the report is mainly about the external aspects of what we do.

It includes:

- information about certain types of crime that affect some groups more than others, such as hate crime or domestic violence,
- information about police powers, such as stop and search and how often these powers are used,
- satisfaction rates of victims of crime who identify with different protected characteristics,
- how we communicate and meet the specific needs of different groups.

Our service delivery is underpinned by two of our equality objectives

Equality Objective 1 – Proportionality

We will ensure that across all areas of operational performance that; policing powers are used proportionately; our services are accessible to all, and crimes that disproportionately affect and impact on particular protected groups are dealt with proactively.

Equality Objective 2 – Engagement

We will regularly and meaningfully engage with our local and diverse communities to ensure that what we do focuses on their needs and reflects their concerns and experiences.

The information on the following pages links directly to these objectives and demonstrates our progress towards these and our areas for future development.

Hate Crime

Nottinghamshire Police uses the following definition for hate crime:

“Any incident, which may or may not constitute a criminal offence, which is perceived by the victim or any other person, as being motivated by prejudice or hate.”



This is a broad and inclusive definition and includes both crime and non-crime incidents.

However in the “hate category” tables below it is necessary, for technical reasons, to refer specifically to hate crimes that do not constitute a criminal offence and these are referred to as ‘hate incidents’

Hate crime is unacceptable in any degree or form. It deprives individuals of their rights, generates fear and diminishes the society in which it occurs. The police share a responsibility with other organisations to demonstrate that such discrimination will not be tolerated. Our response to any hate crime will be full and unequivocal, with the use of all powers at our disposal to tackle it.

Note:- Data has been extracted from a live crime system and may be subject to change.

All Hate Crime (All incidents crime and non-crime)

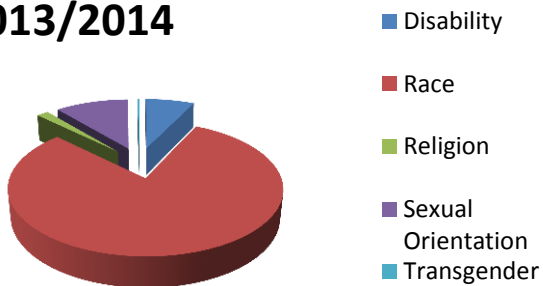
	2013/14	2014/15	Vol.	% Change
City	759	78	23	3.0%
County	637	70	69	10.8%
Total	1,396	1,488	92	6.6%

Number of hate crimes and incidents by hate category

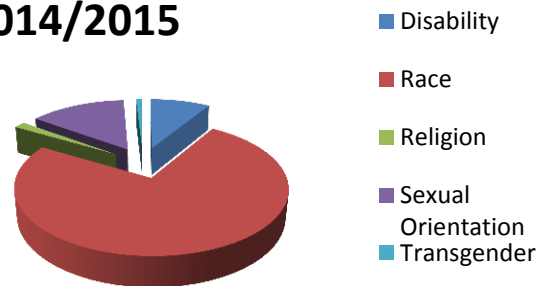
Note:- Some crimes may involve more than one hate element and therefore subtotals for the different hate elements may not add up to the overall total.

Category	Incidents			
	2013/14	2014/15	Vol. Change	% Change
Disability	50	58	8	16%
Race	562	495	-67	-11.9%
Religion	12	11	-1	-8.3%
Sexual Orientation	75	93	18	24.0%
Transgender	2	6	4	200%
Total	701	663	-38	-5.4%

2013/2014

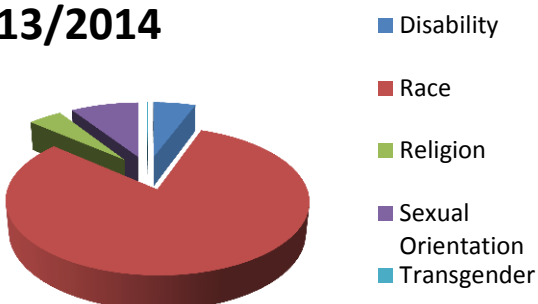


2014/2015

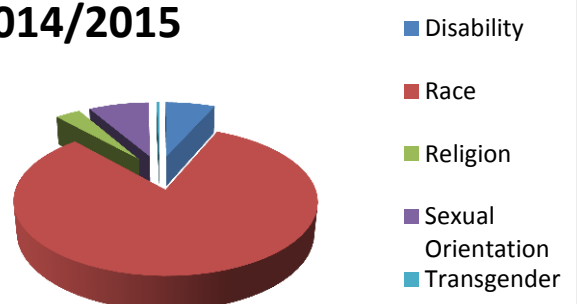


Category	Crimes			
	2013/14	2014/15	Vol. Change	% Change
Disability	40	55	15	37.5%
Race	576	688	112	19.4%
Religion	32	28	-4	-12.5%
Sexual Orientation	64	67	3	4.7%
Transgender	1	3	2	200%
Total	695	825	130	18.7%

2013/2014

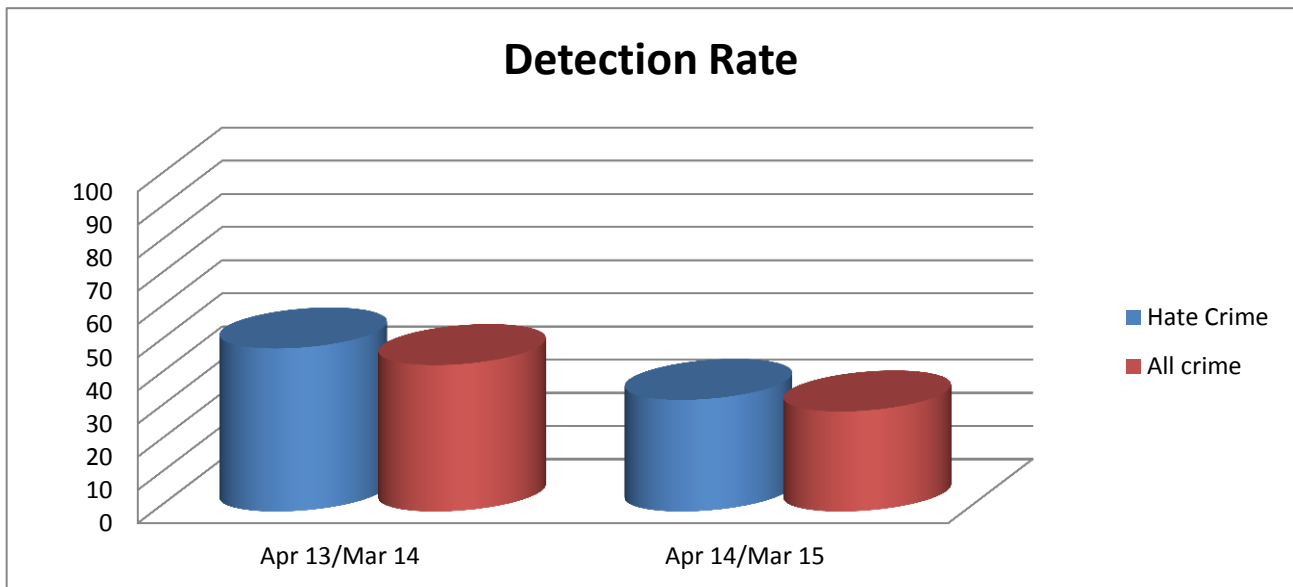


2014/2015



Hate Crime Detections

Although there has been a decrease since last year in detection rates across all crime types, the rate for hate crimes remain higher than the rate for all recorded crime.



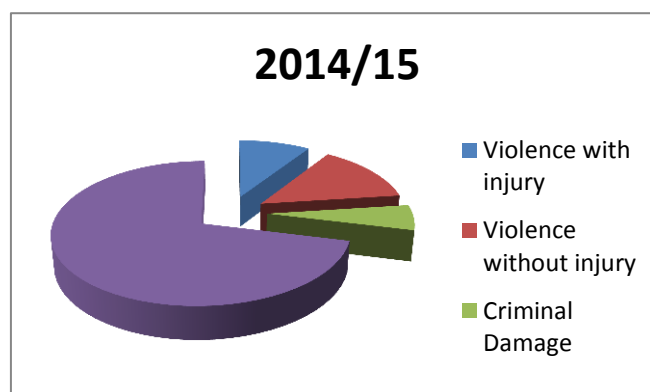
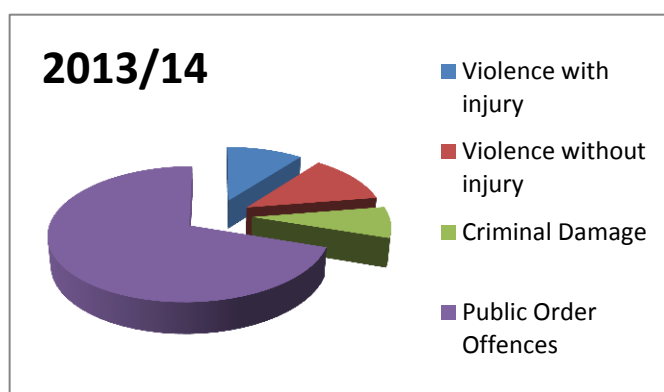
Racially and Religious aggravated offences

Racially and Religious aggravated offences are specific offences created within the Crime and Disorder Act (as amended) where the offender is motivated by hostility or hatred towards the victim's race or religious beliefs. These offences carry higher maximum penalties than the basic offence equivalents.

Division	Apr 13 – Mar 14	Apr 14 – Mar 15	Vol. Change	% Change
City	293	313	20	6.8%
County	179	253	74	41.3%
Total	472	566	94	19.9%

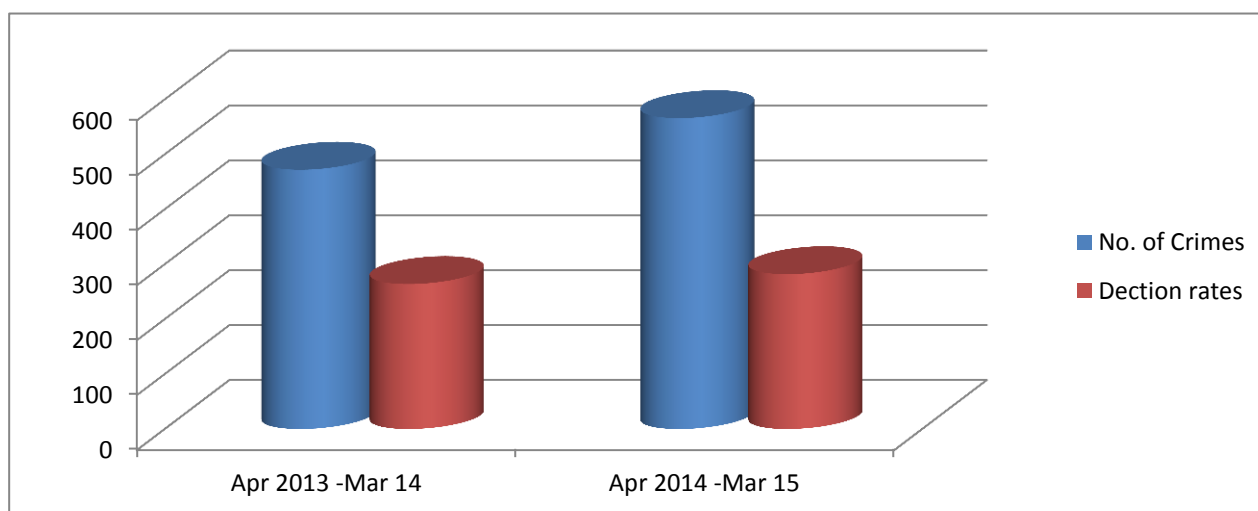
The following table lists the types of racially and religiously aggravated offences by Home Office offence classifications. However it should be noted that Home Office offence codes have changed year-on-year, meaning comparisons cannot always be easily made.

	2013/14	2014/15	Vol. Change	+/- %
Violence with injury	49	52	3	6.1%
Violence without injury	57	78	2	36.8%
Criminal Damage	36	33	-3	-8.3%
Public Order Offences	330	403	73	22.1%
Total	472	566	94	19.9%



Racially and Religious Aggravated Offences Detections

As with Hate Crime, detection rates for racially and religiously aggravated offences remain higher than the average for all crime detections by a margin of 19.6%.



Domestic Violence

The tables below provide information in relation to domestic violence offences and victims. The data are based on all violence offences which meet the ACPO or Nottinghamshire Police definition of domestic violence and abuse which is: any incident or pattern of incidents of controlling, coercive, threatening behaviour, violence or abuse between those aged 16 or over who are or have been intimate partners or family members regardless of gender or sexuality.

The abuse can encompass but is not limited to: psychological; physical; sexual; financial; emotional controlling behaviour is a range of acts designed to make a person subordinate, depriving them of the means needed for independence, resistance and escape and regulating their everyday behaviour. Coercive behaviour is an act or pattern of acts of assault, threats, humiliation and intimidation or other abuse that is used to harm, punish, or frighten their victim.

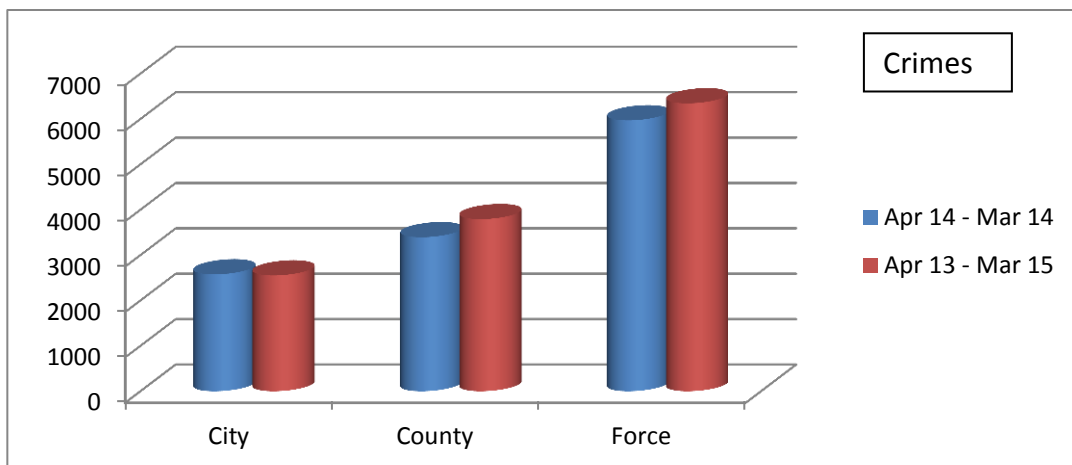
This definition includes 'honour' based violence, female genital mutilation (FGM) and forced marriage and it is clear that victims are not confined to one gender or ethnic group. The new definition is not a statutory or legal definition so any change does not mean a change in the law. It is used by government departments to inform policies and other agencies such as police, the crown prosecution service and the UK border agency on how to identify domestic abuse cases.

Note-: Data has been extracted from a live crime system and may be subject to change

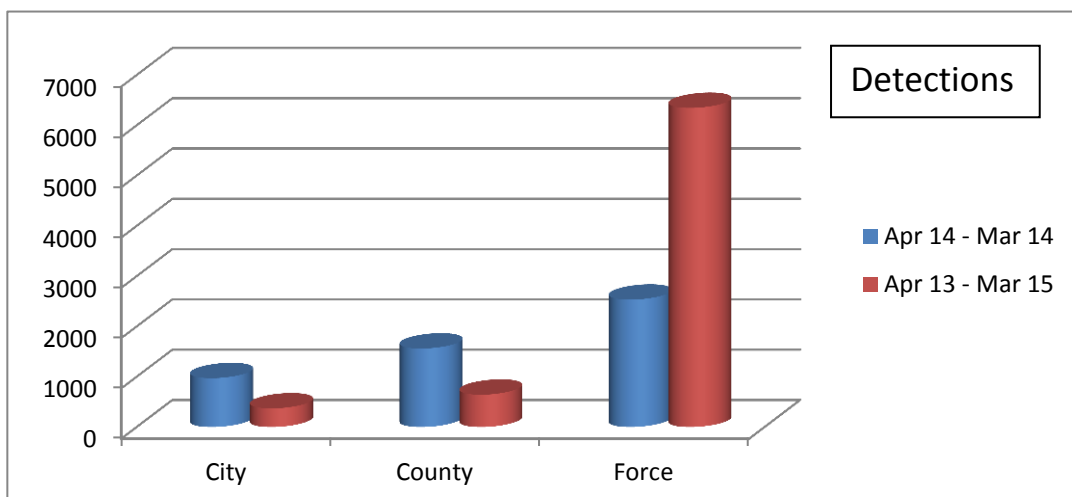
Domestic Violence Detections

Although there has been a decrease since last year in detection rates across all crime types including domestic violence, the rates of detection for domestic violence continues to remain higher than the rate for all recorded crime.

Location	Crimes			
	2013/14	2014/15	Vol. Change	% Change
City	2,576	2,553	-23	-0.9%
County	3,395	3,793	398	11.7%
Force	5,971	6,346	375	6.3%



Location	Detections		
	2014/15	Detection Rate	Difference From Last Year
City	972	38.1%	-5.7%
County	1,561	41.2%	-7.0%
Force	2,533	39.9%	-6.3%



Domestic Violence Victims by Gender, Age and Ethnicity.

	2013/14	Proportion	2014/15	Proportion	Vol. Change	% Change
Female	4,742	79.4%	5,031	79.3%	289	6.1%
Male	1,181	19.8%	1,271	20.0%	90	7.6%
Not Stated	48	0.8%	44	0.7%	-4	-8.3%
Total	5,971		6,346		375	6.3%

Age	2013/14	Proportion	2014/15	Proportion	Vol. Change	% Change
16-19	588	9.8%	603	9.5%	15	2.6%
20-29	2,272	38.1%	2,392	37.7%	120	5.3%
30-39	1,369	22.9%	1,446	22.8%	77	5.6%
40-49	998	16.7%	1,091	17.2%	93	9.3%
50-59	452	7.6%	488	7.7%	36	8.0%
60+	284	4.8%	299	4.7%	15	5.3%
Not Stated	8	0.1%	27	0.4%	19	237.5%
Total	5,971		6,346		375	6.3%

Ethnicity	2013/14	Proportion	2014/15	Proportion	Vol. Change	% Change
White	5,072	84.9%	5,419	85.4%	347	6.8%
Multiple Heritage	121	2.0%	137	2.2%	16	13.2%
Black or Black British	260	4.4%	222	3.5%	-38	-14.6%
Asian or Asian British	242	4.1%	294	4.6%	52	21.5%
Chinese or Other	36	0.6%	47	0.7%	11	30.6%
Not Stated	240	4.0%	227	3.6%	-13	-5.4%
Total	5,971		6,346		375	6.3%

Note – Ethnicity data is provided on a voluntary basis. The heading not stated includes where an individual may have chosen not to provide this information (prefer not to say).

Victims of Crime

The tables below provide information on victims of crime based on the protected characteristics currently available. This information relates to those who have been a victim of “victim based crimes as defined by Her Majesty’s Inspectorate of Constabulary (HMIC)

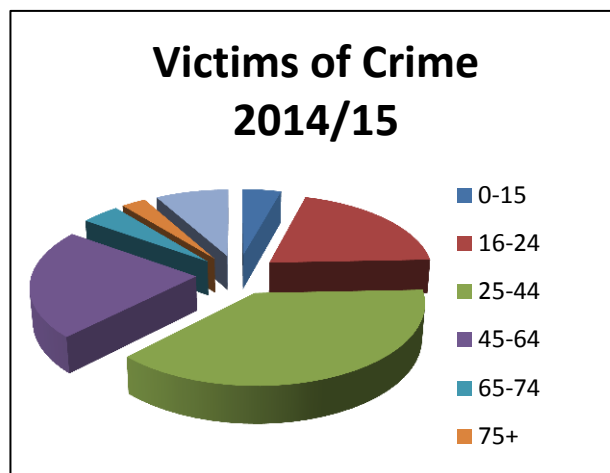
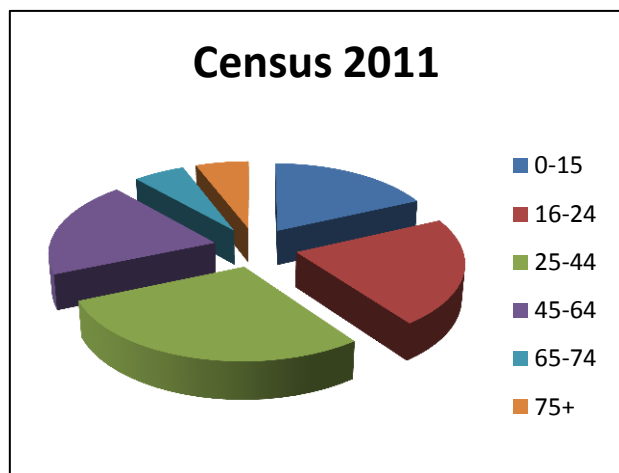
The HMIC crime tree classification identifies four main crime groups under the heading “Victim Based Crime”. **These are, violence against the person, sexual offences, stealing, and criminal damage / arson.** With some of these offences, such as shoplifting (theft), criminal damage or arson, the victim may be or is likely to be an organisation rather than an individual and therefore demographic data is not provided. These have been included under the heading not stated. This heading also includes where an individual may have chosen not to provide the information (prefer not to say).



The percentages given in the tables below are calculated on the basis of the total number, excluding the not stated figure. This has been done to provide an easier comparison with the population figures provided above.

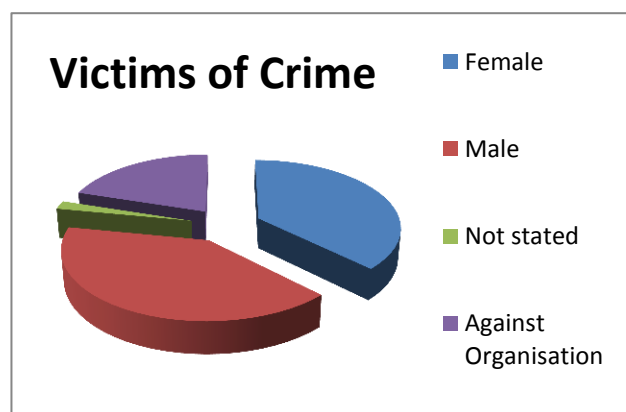
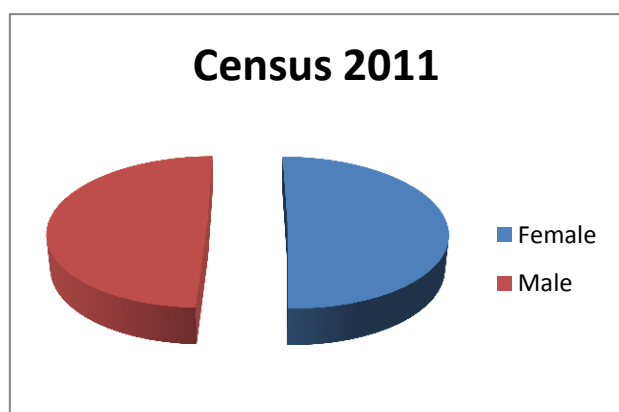
Age	2013/14	Proportion	2014/15	Proportion	Vol. Change	% Change
0-15	2,142	3.4%	3,240	4.9%	1,098	51.3%
16-24	9,926	15.7%	9,952	15.0%	26	0.3%
25-44	18,831	29.8%	19,390	29.3%	559	3.0%
45-64	11,090	17.6%	11,690	17.7%	600	5.4%
65-74	2,134	3.4%	2,270	3.4%	136	6.4%
75+	1,364	2.2%	1,442	2.2%	78	5.7%
Not Stated	4,043	6.4%	3,984	6.0%	-59	-1.5%
Crimes against an organisation	12,232	19.4%	13,029	19.7%	797	6.5%
Force	61,762		64,995		3,233	5.2%

The following charts provide a comparison between the age breakdown of victims and the age profile of Nottinghamshire from the 2011 Census.



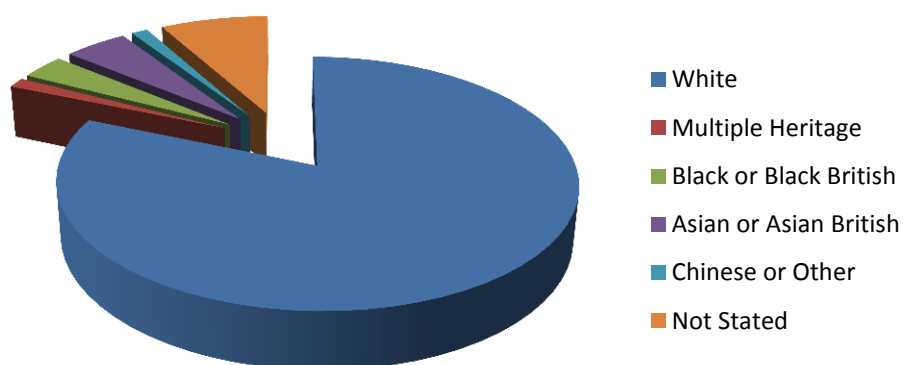
Gender	2013/14	Proportion	2014/13	Proportion	Vol. Change	% Change
Female	23,241	37.6%	24,320	37.4%	1,079	4.6%
Male	25,216	40.8%	26,384	40.6%	1,168	4.6%
Not Stated	1,073	1.7%	1,264	1.9%	191	17.8%
Crimes against an organisation	12,232	19.8%	13,029	20.0%	797	6.5%
Force	61,762		64,995		3,233	5.2%

The following charts provide a comparison between the gender breakdown of victims and the gender profile of Nottinghamshire from the 2011 Census.

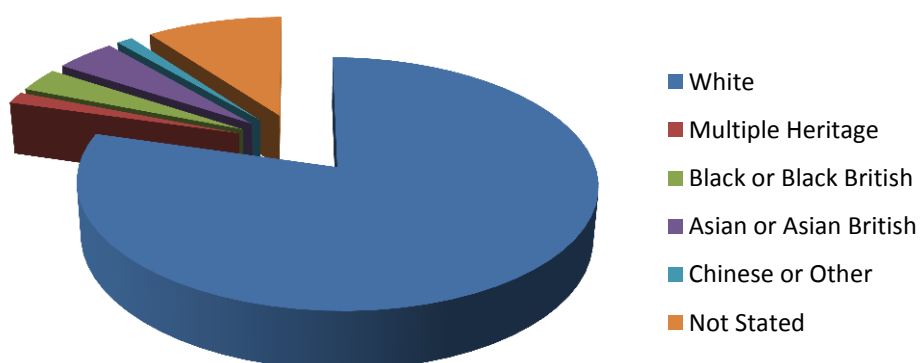


Ethnicity	2013/14	Proportion	2014/15	Proportion
White	40,269	65.2%	41,289	63.5%
Multiple Heritage	658	1.1%	807	1.2%
Black or Black British	1,649	2.7%	1,668	2.6%
Asian or Asian British	2,345	3.8%	2,335	3.6%
Chinese or Other	611	1.0%	630	1.0%
Not Stated	3,998	6.5%	5,237	8.1%
Crimes against an organisation	12,232	19.8%	13,029	20.0%
Force	61,762		64,995	

Ethnicity 2013/14



Ethnicity 2014/15



Use of Powers - Stop and Search

The primary purpose of using stop and search powers is to enable an officer to check any suspicions without them having to make an arrest. Community members accept that we have to use stop and search powers, but it is important to them that it is used proportionately and people are treated with respect.

Disproportionality in the use of powers within the BME community has been raised as a concern, but this is now being addressed through ongoing training and the development of systems and processes. It is worth noting that although there has been an increase in the total number of stop and searches carried out year on year; there continues to be a decrease in the disproportionality ratio between the two groups.



Recent data shows that the areas where most stop and searches are carried out, are experiencing higher number of crimes. A range of other factors also need to be taken into account. Fitzgerald and Sibbitt (1997) term these as 'lifestyle factors; the legitimate targeting of certain people and places by the police; police interpretation of the use of the PACE power; and (in part related) recording practices'.

To calculate the 'per 1000 population' figure in the tables below, the number of stop and searches conducted by Nottinghamshire Police has been divided by the number within the population for that ethnic grouping³, and then multiplied by 1,000.

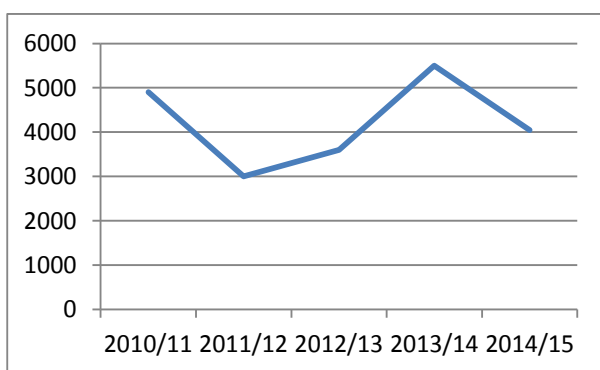
The following two tables show the number of stop and searches carried out by Nottinghamshire Police broken down using the ONS 2+1 ethnic group categories. The tables cover the periods 1 April 2013 to 31 March 2014 and 1 April 2014 to 31 March 2015 and are for the whole of the Nottinghamshire area.

	2013/2014		
	Volume	Rate	Proportionality
White	4,188	4.32	1
BME	978	8.02	1.9
Not Stated	310		

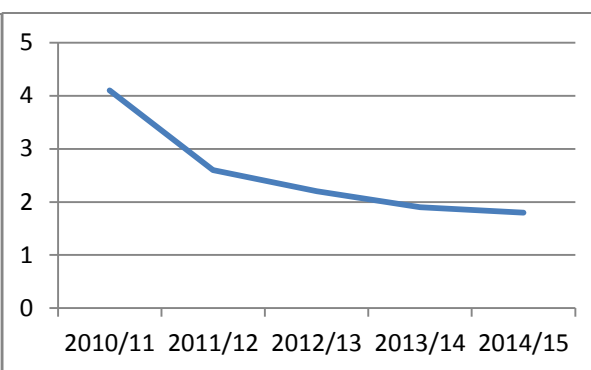
	2014/2015		
	Volume	Rate	Proportionality
White	3159	3.3	1
BME	705	5.8	1.8
Not Stated	183		

³ Office for National Statistics (ONS) 2011 census population figures

Stop & Search Volume



Stop and Search
Ratio of BME:White



The above tables show the total volume of stop and search carried out and the corresponding ratios for BME: White proportionality over a five year period.

The following tables provide a more detailed breakdown and show the number of stop and searches carried out by Nottinghamshire Police broken down by geographical division using the ONS 5+1 ethnic group categories. The tables cover the periods 1 April 2013 to 31 March 2014 and 1 April 2014 to 31 March 2015.

2013 / 2014

	Nottinghamshire Police		
	Volume	Rate	Proportionality
White	4,188	4.32	1
Dual Heritage	180	5.84	0.9
Asian	275	5.70	0.8
Black	486	17.81	2.3
Not Stated	310		

	City of Nottingham		
	Volume	Rate	Proportionality
White	1,713	7.83	1
Dual Heritage	139	6.86	0.9
Asian	225	6.61	0.8
Black	398	17.94	2.3
Not Stated	238		

	Nottinghamshire County		
	Volume	Rate	Proportionality
White	2,430	3.24	1
Dual Heritage	41	3.83	1.2
Asian	48	3.38	1.0
Black	82	16.07	5.0
Not Stated	67		

2014 / 2015

	Nottinghamshire Police		
	Volume	Rate	Proportionality
White	3159	3.3	
Dual Heritage	122	3.9	3.9
Asian	236	3.7	1.1
Black	347	12.7	3.9
Not Stated	183		

	City of Nottingham		
	Volume	Rate	Proportionality
White	1469	3.3	
Dual Heritage	93	4.6	0.7
Asian	182	4.1	0.6
Black	282	12.7	1.9
Not Stated	135		

	Nottinghamshire County		
	Volume	Rate	Proportionality
White	1690	2.3	
Dual Heritage	29	2.7	1.2
Asian	54	2.8	1.3
Black	65	12.7	5.7
Not Stated	48		

By adopting a mobile data solution to record stop and search encounters, performance data is now immediately available internally to scrutinise and ensure activity is necessary and proportionate. Stop and search use – year to date information is now available on the force website so that it is available for public viewing and scrutiny. To ensure officer accountability, this same data is now published internally also and discussed at operational performance meetings.

Use of Powers - Arrest Rates

The following tables show the number of arrests carried out by Nottinghamshire Police during the periods 1 April 2013 to 31 March 2014 and 1 April 2014 to 31 March 2015. Arrests shown are for the whole of the Nottinghamshire area.

The number of arrests has been divided by the number within the population for that ethnic grouping, as provided by the Office for National Statistics 2011 census population figures, and then multiplied by 1,000. Note – the recorded volume and calculated proportionality ratios exclude records where the voluntary ethnicity is recorded as “Not Stated”

Ethnicity	2013/2014		
	Volume	Per 1000 population	Proportionality ratio
White	23,567	24.31	1.0
BME	4757	39	1.6
Not Stated	162		

Ethnicity	2014/2015		
	Volume	Per 1000 population	Proportionality ratio
White	22,500	23.21	1.0
BME	4477	36.7	1.6
Not Stated	231		

It can be seen from the above that the number of arrests and the arrest rates remain has dropped for both BME and White detainees resulting in a slight drop in the proportionality ratio recorded compared to last year.

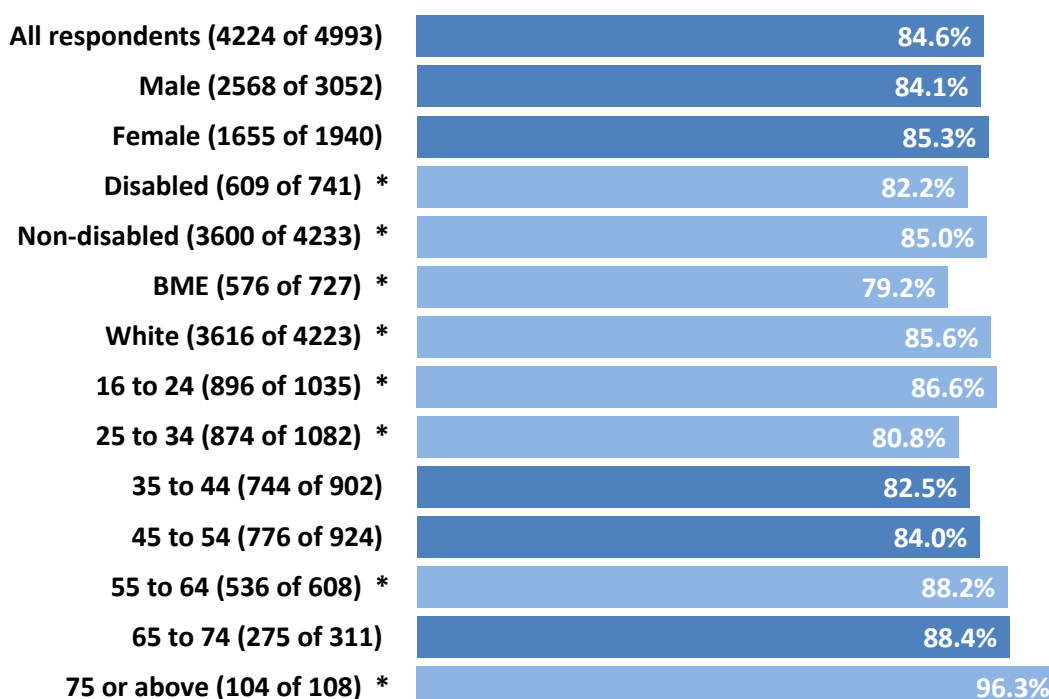
Victim Satisfaction Surveys

We regularly survey victims of crime and antisocial behaviour (ASB) to find out how happy they are with the service they have received.

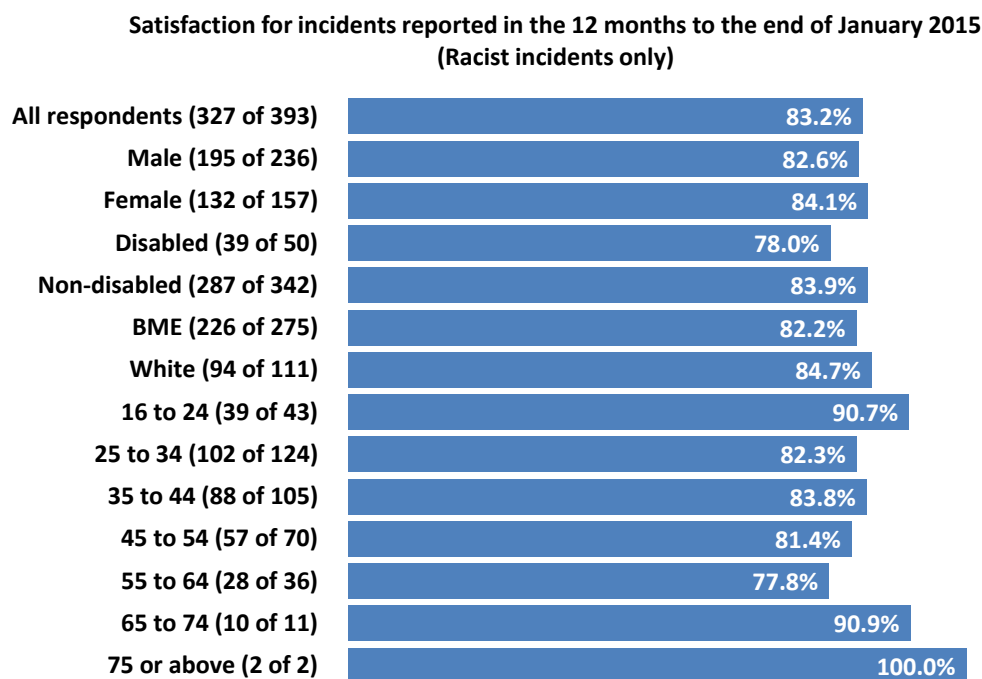
Our telephone interviewers carry out approximately 650 surveys every month with victims of antisocial behaviour, dwelling burglary, racist incidents, vehicle crime and violent crime. They speak with members of the public and ask them to rate the service they have received from us during their incident.

Satisfaction is determined by the number of respondents who are completely satisfied, very satisfied, or fairly satisfied with the whole experience for 12 months of interviews. The 'All Surveys' figure is a simple calculation using the sum of all responses across all surveyed crime types, i.e. no weighting is applied.

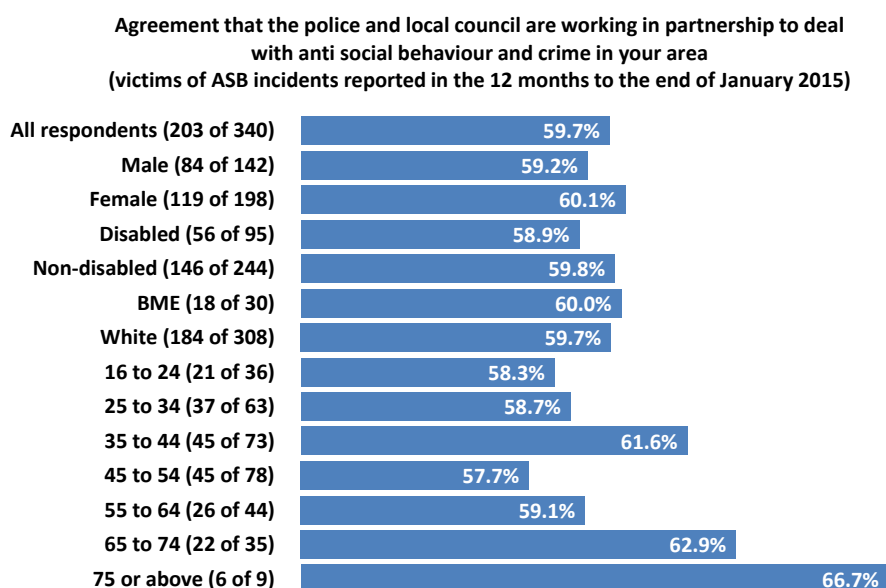
Satisfaction for incidents reported in the 12 months to the end of January 2015



The following table relates to the satisfaction levels of victims of racist incidents. In this table satisfaction is determined by the number of victims of racist incidents who are completely satisfied, very satisfied, or fairly satisfied with the whole experience for 12 months of interviews.



In the following table agreement is determined by the number of victims of ASB incidents who either strongly agree, or agree with the statement: 'Moving on to think about your local area, it is the responsibility of the police and local council working in partnership to deal with anti-social behaviour and crime in your area. Please say how much you agree or disagree that....' for 12 months of interviews.



Accessibility and Communication

Use of interpreters

Nottinghamshire Police uses interpreting services in a variety of circumstances. In the main these will be in contacts with victims, witnesses and suspects but will also include the translation of documents, training of officers and staff and engagement with community members.

The translation providers for face to face and document translation for Nottinghamshire Police are 'Cintra', whilst "Language Line" provides a telephone-based translation service.

Number of Contacts									
2012 /13					2013 /14				
Source					Source				
Rank	Language	Cintra	Language Line	Total	Rank	Language	Cintra	Language Line	Total
1	Polish	916	3,015	3,931	1	Polish	1,168	3,216	4,384
2	Romanian	185	483	668	2	Romanian	220	693	913
3	Lithuanian	168	468	636	3	Lithuanian	163	340	503
4	Urdu	124	186	310	4	Hungarian	62	323	385
5	Russian	100	163	263	5	Urdu	168	196	364
6	Czech	49	148	197	6	Russian	95	168	263
7	Arabic	46	112	158	7	Punjabi India/P. Mipuri	77	122	199
8	Slovak	26	127	153	8	Slovak	27	171	198
9	Chinese Mandarin	57	93	150	9	Arabic	42	136	178
10	Kurdish - Sorani	69	65	134	10	Kurdish- Sorani/Badini	98	76	174
11	Vietnamese	48	84	132	11	Farsi – Dari/Iranian	48	103	151
12	Hungarian	28	130	130	12	Vietnamese	29	108	137
13	Punjabi India/P. Mipuri	39	71	110	13	Czech	27	93	120
14	Latvian	26	82	108	14	Spanish	22	77	99
15	British Sign	102	0	102	15	British Sign	94	0	94
Remainder (47 Languages)		191	549	768	Remainder (41 Languages)		217	631	848
Totals		2,174	5,776	7,950	Totals		2,577	6,453	9,030

Source: The information below from management information reports provided by the service providers. Date Range: 1 April 2013 – 31 March 2014 and 1 April 2014 – 31 March 2015



The Pegasus PIN database was devised by community members from our disability advisory group to help make the initial phase of contacting the police – either by phone or in person – easier. The database holds the details of people who have registered because they have difficulty giving their details when calling the emergency services

When a person registers with Pegasus they are issued with a personal identification number – or ‘PIN’ that they are able to use in two ways; by phone where the user provides their Pegasus

PIN to the police controller who can then access the information submitted by the user so that they do not have to spend valuable time trying to give personal details; or face to face – where they can tell or show the officer their Pegasus PIN and the officer can then contact the control room for information to give them a better understanding of any communication issues the user might have, enabling them to give the best possible assistance appropriate to their needs.

Since the initial six month pilot in 2008, where over 120 members of the public signed up, the force has expanded Pegasus and now has over 400 members to date. Pegasus celebrated its seven year anniversary in April 2015. The programme remains successful and has been adopted by many other services, including Nottingham Fire and Rescue, East Midlands Ambulance Service and other Police Forces such as Lincolnshire Police, City of London Police and Dyfed Powys.

Between 1 April 2014 and the 31 March 2015 there were 210 contacts from Pegasus covering a wide variety of incidents. 29 of these incidents were ‘crimed’, this is where it is judged by the police that a crime actually took place. The incidents reported cover a whole range of incident types, but some key incident types do reoccur. What is reassuring is that the usage for the deaf community has increased significantly, who can now report incidents via the deaf text phone, for example, an incident reporting a theft of garden furniture.

Pegasus incidents are graded as detailed below:

Grade 1 Immediate - 20 minute response time rural areas, 15 minutes for urban

Grade 2 Urgent/priority – where we aim to be with you within 60 minutes

Grade 3 Standard - scheduled 48 hours or a managed incident car appointment at home or police station-fixed times

Grade 4 Non attend resolution without deployment - no police resources need to attend

Grade 5 Telephone Investigation Bureau incidents that need a crime number with little or no investigation

Year	Grade 1	Grade 2	Grade 3	Grade 4	Grade 5	Total
2013/14	38	98	40	44	0*	220
2014/15	21	82	49	12	46	210

*Telephone Investigation Bureau implemented in 2014/15

Pegasus Incidents 2014/15

Month	Grade 1	Grade 2	Grade 3	Grade 4	Grade 5	Overall
April 2014	1	8	5		1	15
May 2014	2	14	7		2	25
June 2014		3	5		2	10
July 2014	3	8	6	3	6	26
August 2014	1	9	4	1	9	24
September 2014		4	2	1	1	8
October 2014	1	6	4	3	3	17
November 2014	3	5	7	1	5	21
December 2014	1	8		2	5	16
January 2015	4	5	3		5	17
February 2015	3	8	2	1	2	16
March 2015	2	4	4		5	15
Total	21	82	49	12	46	210

Pegasus Incidents Crimed 2014/15

Year	Grade 1	Grade 2	Grade 3	Grade 4	Grade 5	Total
2014/15	3	15	7	4		29



The Neighbourhood Alert electronic communication system is designed to help people communicate with their local Neighbourhood Policing Team and other teams from Nottinghamshire Police.

The aim of the system is to provide up-to- date information direct to registered members to support two-way communication between them and Nottinghamshire Police to work together to reduce crime in their area.

The following data is available regarding the identity of the users of the Neighbourhood alert system. It should be noted that for historical reasons there are a significant number of users for whom no equality data has been gathered. This issue is currently being addressed.

	Male	Female	Prefer not to say
Gender	5638	6232	5115

	16 to 24	25 to 34	35 to 44	45 to 54	55 to 64	65 to 74	75 or above	Prefer Not to Say
Age Range	493	1583	2407	2425	2106	1856	621	6609

	White	Multiple Heritage	Black	Asian	Chinese	Other	Prefer not to say
Ethnicity	9592	161	91	229	82	36	6692

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Our People and Culture



NOTTINGHAMSHIRE
POLICE
PROUD TO SERVE

Our People and Culture

This section of the report is mainly about the internal aspects of who we are and how we work. It includes:

- Information about our Police Staff, Police Officers, Police Community Support Officers (PCSOs) and Special Constables by protected characteristics.
- Information about our workforce and where they work



Our people and culture are also underpinned by two of our equality objectives

Equality Objective 3 – Culture

We will be recognised both locally and nationally as an organisation people choose to work for because of its reputation for treating people fairly, respectfully and without discrimination

Equality Objective 4 – Representation

We will increase the extent that our workforce is representative of the communities of Nottinghamshire and ensure that all staff have the opportunity to progress and develop so that this representation is reflected at all levels within our organisation

Workforce Data

The following tables provide a variety of information on the make-up of the workforce of Nottinghamshire Police.

All information includes those on career breaks, maternity leave etc. and externally funded posts but excludes volunteers, agency staff and partnership workers. All of the figures, unless otherwise stated, are based on actual headcount and are in relation to establishment on 31 March 2015.

The data below has been sourced through Human Resources records. The information is provided by staff through the Human Resource Management System on a voluntary disclosure basis.

Overall Workforce - 31st March 2015	
Police Officers	2161
PCSO	329
Police Staff	1410
Specials	252
Total	4152

Overall workforce by protected characteristic groups

Age - Number of employees 25 years & under and Over 55 – percentage taken from all staff totals

	All Staff - 4152		Police Officers - 1410		PCSO - 329		Specials - 252	
Age Range	Total	%	Total	%	Total	%	Total	%
25 & Under	364	8.77%	67	4.75%	67	20.36%	133	52.78%
Over 55	301	7.25%	15	1.06%	17	5.17%	4	1.59%
Grand Total	665	16.02%	82	5.82%	84	25.53%	137	54.37%

Disability - Number of employees who recorded themselves as disabled

	All Staff		Police Officers		PCSO		Specials	
Disability	Total	%	Total	%	Total	%	Total	%
Yes	106	2.56%	50	2.31%	8	2.43%	7	2.78%
No	3565	86.19%	2069	95.61%	266	80.85%	198	78.57%
Undisclosed	465	11.24%	45	2.08%	55	16.72%	47	18.65%
Grand Total	4136	100.00%	2164	100.00%	329	100.00%	252	100.00%

Race and Ethnicity Number of Employees by Ethnicity

	All Staff		Police Officers		PCSO		Specials	
Ethnicity	Total	%	Total	%	Total	%	Total	%
White	3890	93.98%	2060	95.19%	315	95.74%	240	95.24%
Ethnic Minority	177	4.28%	95	4.39%	11	3.34%	11	4.37%
Not Stated	72	1.74%	9	0.42%	3	0.91%	1	0.40%
Grand Total	4139	100.00%	2164	100.00%	329	100.00%	252	100.00%

Sex - Number of Employees by Gender

	All Staff		Police Officers		PCSO		Specials	
Gender	Total	%	Total	%	Total	%	Total	%
Male	2381	57.75%	1510	70.30%	174	52.89%	164	65.08%
Female	1742	42.25%	638	29.70%	155	47.11%	88	34.92%
Grand Total	4123	100.00%	2148	100.00%	329	100.00%	252	100.00%

Sexual Orientation - Number of Employees by Sexual Orientation

	All Staff		Police Officers		PCSO		Specials	
Sexual Orientation	Total	%	Total	%	Total	%	Total	%
Heterosexual	1830	44.39%	860	40.04%	208	63.22%	144	57.14%
LGB	86	2.09%	39	1.82%	15	4.56%	11	4.37%
Prefer not to say	2207	53.53%	1249	58.15%	106	32.22%	97	38.49%
No / % responded	4123	100.00%	2148	100.00%	329	100.00%	252	100.00%

Note: Percentages given in the above table are based on the number of those staff who have responded to the question relating to sexual orientation rather than total number of staff

Religion and Belief - Number of Employees by 2011 Census Religion and Belief Categories

Religion	All Staff		Police Officers		PCSO		Specials	
	Total	%	Total	%	Total	%	Total	%
Christian	1285	31.05%	626	28.93%	109	33.13%	89	35.32%
Muslim	29	0.70%	14	0.65%	2	0.61%	0	0.00%
Sikh	31	0.75%	19	0.88%	1	0.30%	5	1.98%
Hindu	9	0.22%	2	0.09%	0	0.00%	0	0.00%
Jewish	5	0.12%	2	0.09%	0	0.00%	0	0.00%
Buddhist	8	0.19%	5	0.23%	1	0.30%	0	0.00%
Any other Religion	376	9.08%	192	8.87%	31	9.42%	11	4.37%
No Religion	193	4.66%	89	4.11%	17	5.17%	5	1.98%
Undeclared	2203	53.23%	1215	56.15%	168	51.06%	142	56.35%
Grand Total	4139	100.00%	2164	100.00%	329	100.00%	252	100.00%

Note: The religions specifically identified in the above table reflect the options used in the voluntary religion question in the 2011 and 2001 censuses carried out by the Office of National Statistics.



Distribution of workforce by department and protected characteristics group

The following table detail how our workforce is distributed across the various departments of the force. The figures show all staff (Police staff, police officers, PCSOs and Specials) allocated to a particular department or division on the 31st March 2015

Gender and ethnicity of workforce by department and division

	Male	%	Female	%	White	%	Ethnic Minority	%	Not Stated	%
Command Team	8	53.33%	7	46.67%	14	93.3%	0	0.00%	1	6.67%
City Division	582	66.29%	296	33.71%	819	93.28%	51	5.81%	8	0.91%
County Division	767	65.61%	402	34.39%	1118	95.64%	41	3.51%	10	0.86%
Crime & Justice	449	48.44%	478	51.56%	866	93.42%	29	3.13%	32	3.45%
Contact Management	122	33.24%	245	66.76%	356	97.00%	9	2.45%	2	0.54%
Operational Support	129	82.69%	27	17.31%	150	96.15%	5	3.21%	1	0.64%
Corporate Services	215	47.78%	235	52.22%	400	88.89%	34	7.56%	16	3.56%
Region	121	68.36%	56	31.64%	167	94.35%	8	4.52%	2	1.13%
Grand Total	2393	57.82%	1746	42.81%	3890	93.98%	177	4.28%	72	1.74%

Age and Disability of workforce by department and division

	Disability									
	25 & Under	%	Over 55	%	Yes	%	No	%	Not Stated	%
City Division	115	89.84%	13	10.16%	17	1.94%	785	89.41%	76	8.66%
County Division	146	75.26%	48	24.74	28	2.39%	1046	89.40%	96	8.21%
Crime and Justice	29	22.14%	102	77.86%	32	3.45%	792	85.44%	103	11.11%
Contact Management	30	40.00%	45	60.00%	11	3.00%	324	88.28%	32	8.72%
Operational Support	2	22.22%	7	77.78%	2	1.28%	148	94.87%	6	3.85%
Corporate Services	40	36.36%	70	63.64%	12	2.67%	303	67.33%	135	30.00%
Region	2	11.76%	15	88.24%	4	2.26%	163	92.09%	10	5.65%
Grand Total	364	54.82%	300	45.18%	106	2.57%	3561	86.33%	458	11.10%

Distribution of Police Officers by rank and protected characteristics group

The following two tables show the distribution of gender and ethnicity by ranks for police officers. Percentages shown are the percentage representation at that rank group

	Male	%	Female	%
Superintendent and above	19	79.17%	5	20.83%
Chief Inspector/ Detective Chief Inspector	33	80.49%	8	19.51%
Inspector/ Detective Inspector	101	78.29%	28	21.71%
Sergeant / Detective Sergeant	285	74.80%	96	25.20%
Constable / Detective Constable	1072	68.15	501	31.85%
Grand Total	1510	70.30%	638	29.70%

	White	%	BME	%	Not Stated	%
Superintendent and above	23	95.83%	1	4.17%	0	0.00%
Chief Inspector/ Detective Chief Inspector	41	100.00%	0	0.00%	0	0.00%
Inspector/ Detective Inspector	124	96.12%	5	3.88%	0	0.00%
Sergeant / Detective Sergeant	363	95.28%	16	4.20%	2	0.52%
Constable / Detective Constable	1495	95.04%	72	4.58%	6	0.38%
Grand Total	2046	95.25%	94	4.38%	8	0.37%

Specialist Posts

Police officers in specialist posts are defined by the Home Office as being those officers working in the following roles and departments

Air, Assets Confiscation, Child/Sex/Domestic/Missing Persons, CID, CID Specialist Units, Complains and Discipline, Dogs, Drugs, Firearms - Tactical, Firearms/Explosives, Fraud, Special Branch/Protection/Immigration/National, Surveillance, Traffic, Vice.

In Nottinghamshire Police at the end of March 2015 there were 817 officers in these posts. The tables below shows the percentage distribution of officers in these roles by protected characteristic, compared with the overall representation of that characteristic amongst all Nottinghamshire Police Officers.



	Age		Gender		Race & Ethnicity			Disability		
	25 & Under	Over 55	Male	Female	White	Ethnic Minority	Not Stated	Yes	No	Not Stated
Volume	25	49	458	359	763	38	16	18	716	83
%	3.06%	6.00%	56.06%	43.94%	93.39%	4.65%	1.96%	2.20%	87.64%	10.16%
Specialist % All Officers	16.95%	14.01%	70.30%	29.70%	95.90%	4.42%	0.42%	2.33%	96.32%	2.09%

Part Time Working

Staff working part time during the period by gender and disability

	All Staff	
Gender	Total	% of all Staff
Male	251	6.05%
Female	565	13.61%
Grand Total	816	19.65%

	All Staff	
Disability	Total	% of all Staff
Yes	22	0.53%
No	664	15.99%
Undisclosed	130	3.13%

Leavers

The following tables provides details of the protected characteristics of staff and officers who left Nottinghamshire Police between 1 April 2014 and the 31st March 2015.

The percentages given in each case are as a proportion of all leavers in that groups (Officers/Staff).

During the specified period 127 police officers and 196 police staff left the organisation.

	Age		Gender		Race & Ethnicity		
Police Officers	25 & Under	Over 55	Male	Female	White	Ethnic Minority	N.S
Volume	3	50	105	22	121	3	3
% of Police Officer Leavers	0.14%	2.31%	4.86%	1.02%	5.60%	0.14%	0.14%

	Age		Gender		Race & Ethnicity		
Police Staff	25 & Under	Over 55	Male	Female	White	Ethnic Minority	N.S.
Volume	24	76	81	115	172	10	14
% of Police Staff Leavers	1.38%	4.37%	4.66%	6.61%	9.89%	0.58%	0.81%

Grievances

The table below shows a breakdown of grievances taken out by officers and staff under the fairness at work policy. The table lists the number of live grievances in any given month for the period of 1st April 2014 to 31st March 2015.

The "other" category under reason for grievance includes issues such as organisational change, job grading, management behaviour, HR Process amongst others.

The table also provides information in relation to the aggrieved's gender, ethnicity and disability status

Reason for Grievances	Complaint Protected Characteristics											
Date	Number of live cases	Discrimination	Bullying and Harassment	Other	Male	%	Female	%	BME	%	Recorded Disability	%
Apr-14	2	0	0	2	0	0.00%	2	100.00%	0	0.00%	1	50.00%
May-14	2	0	0	2	0	0.00%	2	100.00%	0	0.00%	1	50.00%
Jun-14	2	0	0	2	0	0.00%	2	100.00%	0	0.00%	1	50.00%
Jul-14	2	0	0	2	0	0.00%	2	100.00%	0	0.00%	1	50.00%
Aug-14	3	0	1	2	1	33.00%	2	67.00%	0	0.00%	1	33.00%
Sep-14	3	0	1	2	1	33.00%	2	67.00%	0	0.00%	1	33.00%
Oct-14	3	0	1	2	0	0.00%	3	100.00%	1	33.00%	1	33.00%
Nov-14	3	0	1	2	0	0.00%	3	100.00%	1	33.00%	1	33.00%
Dec-14	3	0	1	2	0	0.00%	3	100.00%	1	33.00%	1	33.00%
Jan-15	5	1	1	3	2	40.00%	3	60.00%	1	20.00%	1	20.00%
Feb-15	10	1	3	6	5	50.00%	5	50.00%	1	10.00%	3	30.00%
Mar-15	12	2	3	7	5	42.00%	7	58.00%	1	8.00%	3	25.00%

Note: number of live cases relates to all cases either initiated or continuing during the named month

Stonewall Workplace Equality Index



How the index works

The Workplace Equality Index is free to enter for any employer. Each entrant compiles a submission form demonstrating their organisations performance against a set of best practice criteria accompanied by supporting evidence.

The criteria explore various areas of employment policy and practice including:

1	Employee policy	Written policy Resourcing and accountability Policy review	Employee benefits Tribunals Bullying and harassment
2	Employee engagement	Senior leadership on LGB issues Employee network groups	All-staff engagement
3	Staff training and development	Training Line managers	Career development for LGB staff
4	Monitoring	Data collection Data analysis	Response rates Reporting and actions
5	Supplier policy	Procurement policy	Supplier engagement
6	LGB community engagement	Community engagement Service delivery	Marketing and corporate responsibility
7	The 'pink plateau'	Visible LGB leaders	Role models
8	Additional evidence & staff feedback survey	Staff attitudes and experiences	Innovative practices

This was the third year that Nottinghamshire Police has entered the index and evidence provided as part of the submission related to activities, policies, training and engagement in place or occurring during the period September 2014 and September 2015.

Lots done... Lots to do...

In summary:

	Employee Policy	Training	Staff Network Group	All-Staff Engagement	Career Development	Line Managers	Monitoring	Procurement	Community Engagement	Additional Work	Staff Feedback Questionnaire	
Section	1	2	3	4	5	6	7	8	9	10	SFQ	Total
Score	8	6	14	4	3	10	12	3	24	0	0	84
Full Marks	12	22	22	26	14	16	22	18	30	8	10	200
Difference	-4	-16	-8	-22	-11	-6	-10	-15	-6	-8	-10	-116
Self Score	11	8	14	8	6	10	14	5	26	0		

Overall Average	8	7	9	9	5	7	9	5	15	2	3	79
Sector Average	9	8	11	9	5	8	11	5	18	2	2	87
Top 100 Average	10	12	16	17	8	11	15	9	24	4	6	134

We have increased our ranking from 196 in 2014 to 167 out of 397 in 2015.

Our position within the emergency services sector is 17 out of 30.

Our score of 84 out of 200 was four points more than the overall average score for participants and three points less than the average score for our counterparts within the emergency services sector. This is a positive headline. However, we still remain 50 points below the average top 100 employers, which is why we have to maintain and improve our position within the emergency services sector and improve our position by at least 70% in order to become a top 100 employer.

The key themes that were identified in advance of the formal stonewall feedback mirrored the areas where we need to implement change.

- Revisions to the bullying and harassment policy to explicitly state a zero tolerance approach to homophobic, transphobic and biphobic bullying & harassment.

- Greater and more explicit engagement with staff around equality, diversity and inclusion issues in order to raise awareness of LGBT communities.

- The need to ensure all equality & diversity training identifies sexual orientation.

- Development of an “Allies” and reverse mentoring programmes to support EDI development and engages managers at all levels

- Improved equality monitoring data in relation to sexual orientation is an area which requires significant development as it will inform career development for LGBT colleagues.

- Improved mechanisms for how the organisation engages with existing and potential suppliers to promote LGBT equality.

- Clear and visible commitment from senior managers in relation to LGBT equality remains a priority.



IDAHO Day 2015

Nottinghamshire Pride 2015



We have made some positive gains in relation to engaging with LGBT colleagues through our staff networks, community engagement with LGBT communities and understanding the culture within the organisation.

In relation to the culture within the organisation, we had 1010 respondents participate in the staff survey following the Chief's message, as opposed to less than 30 respondents in 2014. This translates to 38% Bisexual, 36% Lesbian and 26% Gay colleagues responded.



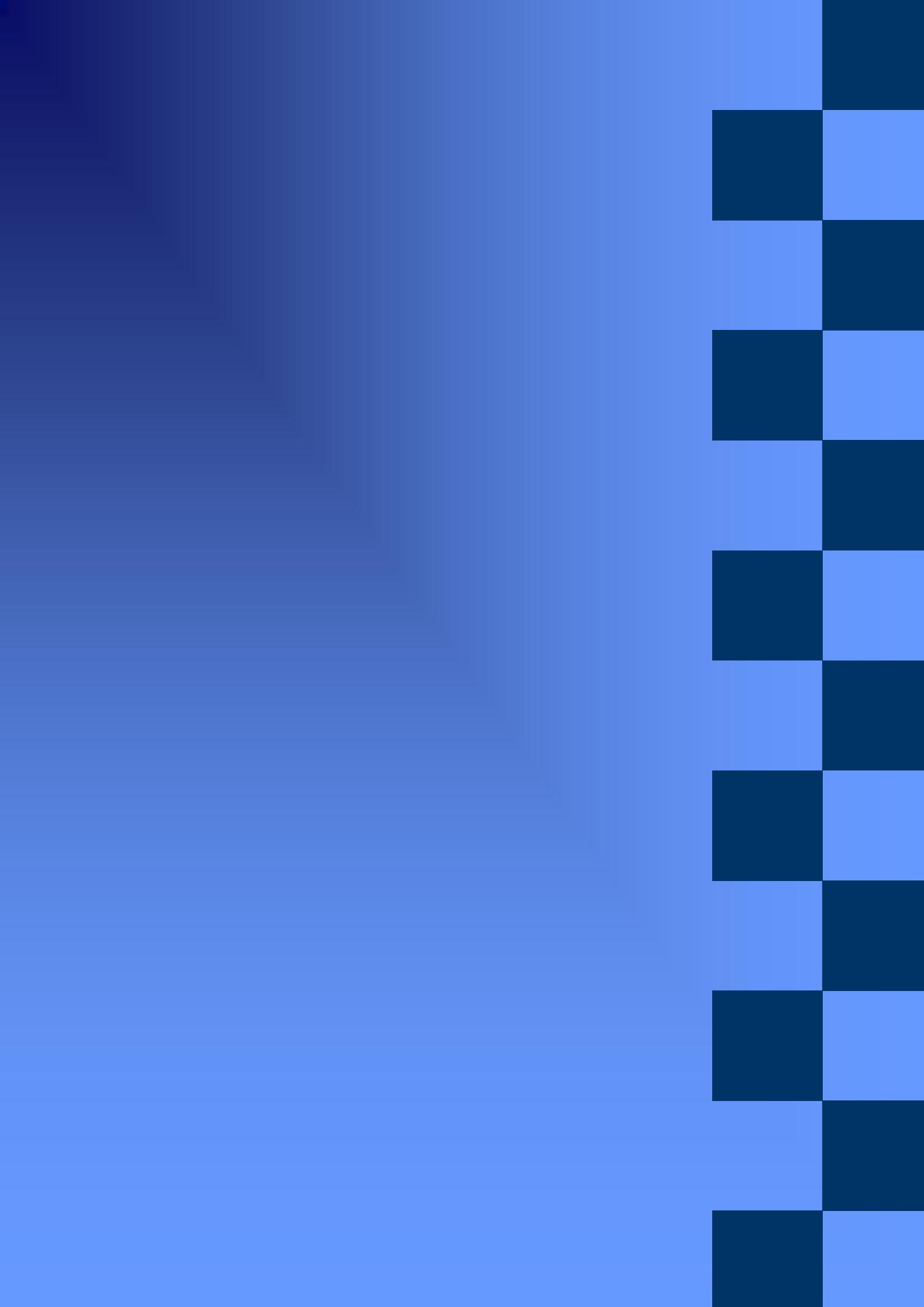
For more information about this document please contact:

Equality, Diversity and Inclusion
Team Nottinghamshire Police
Headquarters Sherwood Lodge,
Arnold,
Nottinghamshire
NG5 8PP

Or email EDI@nottinghamshire.pnn.police.uk

Visit our website <http://www.nottinghamshire.police.uk>

If you would like to know about recruitment opportunities please visit
our website recruitment page



For Information	
Public	Public
Report to:	Strategic Resources and Performance Meeting
Date of Meeting:	15th March 2016
Report of:	Chief Constable Chris Eyre
Report Author:	
E-mail:	
Other Contacts:	
Agenda Item:	08

Chief Constable's Update Report

1. Purpose of the Report

- 1.1 The purpose of this report is to update members of the Strategic Resources and Performance Board with regards to significant events, and work, that has taken place since the previous update in September 2015.

2. Recommendations

- 2.1 It is recommended that the contents of the attached report are noted.

3. Reasons for Recommendations

- 3.1 To ensure that the OPCC is aware of the most recent significant and notable events that have taken place since the previous update report in September 2015.

4. Summary of Key Points

- 4.1 The attached report provides updates across a range of activity that has taken place within Nottinghamshire Police since the previous update report in November 2015 (please see Appendix 1).
- 4.2 A significant amount of work has taken place since the previous update was provided to the OPCC and the report attached gives the highlights of some of the changes and developments that have occurred.
- 4.3 This report will continue to be provided on a quarterly basis.

5. Financial Implications and Budget Provision

- 5.1 There are no immediate financial implications relating to this report.

6. Human Resources Implications

- 6.1 There are no immediate Human Resource implications arising from this report.

7. Equality Implications

7.1 There are no equality implications arising from this report.

8. Risk Management

8.1 This is an opportunity to make the OPCC aware of the significant events for Nottinghamshire Police, the majority of which are already in the public domain. There are no risks.

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

9.1 There are no policy implications arising from this report.

10. Changes in Legislation or other Legal Considerations

10.1 Updates within the attached appendix comply with legislation around the publication of court cases and other associated police communications.

11. Details of outcome of consultation

11.1 There has been no consultation on this report as it is for information only.

12. Appendices

12.1 Appendix 1 – Chief Constable's Update Report 15th March 2016.

Appendix 1



Chief Constable's Update Report

Strategic Performance and Resources Board

15th March 2016

Version 1.0

1.0 Introduction

- 1.1 Since the previous update was provided in September 2015, there has been a significant amount of work undertaken to move the Force forward in terms of crime reduction, prevention and changes to our structures to make the organisation as efficient and effective for the future as possible.
- 1.2 The recent announcement by the Chancellor about public sector finances and cuts to central government funding has enabled us to further our discussions Leicestershire and Northamptonshire about aligning ourselves more closely. In December 2015 the three forces agreed a direction of travel as a Strategic Alliance.
- 1.3 The Force change programme, Delivering the Future (DtF), has moved into its third phase and business cases are being developed for each part of the Force change work to enable convergence for the Strategic Alliance.
- 1.5 In support of this, the PROUD values continue to underpin all of our daily business as we develop a new landscape for policing in Nottingham and Nottinghamshire (please see Appendix 1 for the definition of the PROUD values). These values are integral to our daily behaviours and everything we do, from frontline policing, to operational planning, to procurement, and throughout every element of our business. They are also closely aligned with the Code of Ethics.
- 1.6 Other areas of work in which there has been significant progress since my previous update report are Niche, EMOpSS and Crime and Justice.
- 1.7 This report gives an update on just some of the work that has been taking place recently and is set out by each of the Police and Crime Commissioners Force's seven strategic priority themes:
 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 those priority crime types and local areas that are most affected by crime and anti-social behaviour (ASB)
 4. Reduce the impact of drugs and alcohol on levels of crime and (ASB)
 5. Reduce the threat from organised crime
 6. Prevention, early intervention and reduction in reoffending
 7. Spending your money wisely

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

- 2.1 Victim satisfaction and public confidence in local police has improved significantly in recent years. However, the force continues to focus on improving understanding victims and witnesses and on our diverse communities in order to help us understand the different and changing needs and expectations of the public that we serve.
- 2.2 In performance terms victim satisfaction has been stable over the last year in the percentage of people who agree that the police and local councils are dealing with Anti-Social Behaviour (ASB) and other crime issues.
- 2.3 A significant amount of work has gone into embedding the Policing Code of Ethics locally in Nottinghamshire Police. The Code sets out the exemplary standards of behaviour for everyone who works in policing. Here in Nottinghamshire we are clear that this is an extension to the detail within the 'Professional' element of the existing PROUD values and is about using these principles every day in every element of our business.
- 2.4 The National Child Abuse Inquiry was announced early in 2015, proposing to review historical abuse nationally. We are determined to ensure transparency here in Nottinghamshire and to fully support the Inquiry. We currently have two large scale historic abuse enquiries in Nottinghamshire, which are Operation Daybreak and Operation Xeres.
- 2.5 In 2015 the Prime Minister identified Child Sexual Abuse as a national priority. We continue to work with our partners to manage the way in which we deal with Child sexual Exploitation (CSE). Locally, we have launched the Child Abuse Images Database (CAID). We have developed an internal sexual offences coordination group to review the position on sexual offences reporting and understanding the wider picture. We have also invested further resources into our wider Public Protection Command to support child abuse and child sexual exploitation investigation.
- 2.5 Nottinghamshire Police is committed to policing the area with the upmost honesty and integrity. Where members of our staff fall short of the expectations required of them, there is a clear accountability process through the Professional Standards Department. Our values are integral to the services we provide and honesty, integrity, and professionalism are the basics of the standards that we expect from our officers and staff in Nottinghamshire Police.

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3.0 Priority 2: Improve the efficiency, accessibility and effectiveness of the Criminal Justice Process

- 3.1 The Force undertook a considerable amount of communication and awareness of National File Standards as part of the roll out of Transforming Summary Justice. File quality is discussed at Regional Prosecution Team Performance meetings between Police and CPS, continuing our commitment to provision of a quality assured police file.
- 3.2 We have seen an increase in the Early Guilty Plea rate compared to 2014-15. The Early Guilty Plea rate recorded in the Crown Court of 42.2% was considerably above the national average rate of 33.4%. The Magistrates' Court Early Guilty Plea rate has considerably improved from 67.4% in the same period last year, to 70.8%. Feedback from both Courts can be attributed to the early reported success of Transforming Summary Justice.

4.0 Priority 3: Focus on those priority crime types and local areas that are most affected by crime and anti-social behaviour (ASB)

- 4.1 The Force recorded a year-to-date 0.6% increase; a 0.3 percentage point increase compared to year-to-date performance to the end of December 2015. This has been accounted for due to the new offences now being recorded. When you consider comparing like for like performance overall is improved.
- 4.2 Overall, Burglary Dwelling continues to show strong performance, with January recording a -17.3% reduction, or 59 less offences. The City divisions recorded a -2% reduction in January 2016, following positive performance since July 2015. Against the 2011-2012 baseline, year-to-date the Force is now recording 36.4% (or 17,907) less ASB incidents than in April to January 2012.
- 4.3 There continues to be a strong focus on performance with the 2 Basic Command Units (BCUs) holding daily performance management meetings and by an Assistant Chief Constable chairing meetings with the Basic Command Unit (BCU) Commanders and Departmental Heads twice a week to review performance. This ensures a consistent focus and a flexible response to performance challenges.
- 4.4 Performance is also reviewed monthly by all Chief Officers at the Force Executive Board where they are provided with an update on exceptions and the Performance and Insight report, which covers crime performance, workforce performance (sickness etc), and performance against our finances.
- 4.5 However, there are still challenges to overcome and although achievements have been made to reduce crime over recent years in the Force, particularly when compared to national all crime reductions, there is no complacency amongst our

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staff and officers and we are determined to continue cutting crime and keeping people safe whilst at the same time, delivering value for money.

5.0 Priority 4: Reduce the impact of drugs and alcohol on levels of crime and (ASB)

- 5.1 The Drug Intervention Programme (DIP) is being utilised in a targeted way and is still available in custody. Local Neighbourhood Policing teams are working with community groups and voluntary services to assist in the support of substance users to turn them away from drug use and crime.
- 5.2 We are proactively policing drug intelligence and utilising the force drug fund where appropriate. There were 15 less supply and production drug offences recorded year-to-date. In comparison, there was a considerable reduction in possession offences (-21.0%).
- 5.3 The Reported number of Alcohol-Related Crimes is reducing, and the proportion of Alcohol-Related Violence appears to be falling and is less than half that is estimated nationally.
- 5.4 Supt. Fretwell has been appointed as the Forces new lead on Alcohol related crime.

6.0 Priority 5: Reduce the threat from organised crime

- 6.1 We have currently managed to reduce the number of high risk OCG's in Nottinghamshire to the lowest since formal recording of OCG's began. We are currently in the process of archiving twelve OCG's, which is a process we go through when we have so heavily disrupted a group that all indicators suggest they no longer pose a threat to the public in terms of their organised crime activity.
- 6.2 Through our robust 'Sentinel' process and our Firearm Nominal Management process we have a better understanding of firearm issues within Nottinghamshire than ever before, meaning we are better placed to minimise the threat posed by Firearms to the people of Nottinghamshire.
- 6.3 We have a strong commitment to working in partnership with other agencies around Serious and Organised Crime. A Home Office approved process of a Local Serious and Organised Crime profile is progressing to ensure a good understanding of information held across the Partnership and we now have a joint partnership tasking on the City around our tactics for dealing with Serious and Organised Crime. This is also being progressed on the county with a similar function.

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- 6.4 The City have allocated dedicated resources to a Serious and Organised Crime Task Force that focuses on dealing with these specific issues and ensures the right amount of policing in terms of minimising the threat, risk and harm posed to the public by Serious and Organised Crime.

7.0 Priority 6: Prevention, early intervention and reduction in reoffending

- 7.1 Integrated Offender Management are under current review by The Reducing Reoffending Board with the objective of addressing areas of more serious harm. We continue to utilise voluntary GPS tagging systems which are working well and being well used.
- 7.2 Prevention as a theme has been woven into the operating model being developed for the force as it restructures. Pilot work which has developed over the last 18 months is now being mainstreamed into operational activity, the force moving to a more preventative way of working rather than reactive.
- 7.3 Examples of this work are around mental health, triage cars ensuring early assessments can be made to direct people to the right care and services at the right time. The Force has also embedded a mental health practitioner within the contact management centre, ensuring an even earlier assessment of calls for service. This work has ensured that no children or adults are brought to the police station as a place of safety, instead they are taken to an appropriate healthcare setting.
- 7.4 The Nottinghamshire Safer Nottinghamshire Board is undertaking a review around its functions which will support a wider and more co-ordinated approach to prevention across Nottinghamshire. The aim is to strengthen Local and Community safety partnership structures, developing a service model which is based focussing on those with complex needs.
- 7.5 A number of pilots around prevention have been mainstreamed in to day to day delivery, all of which have shown significant results in driving down demand as well as improving the lives of the member of our community.

8.0 Priority 7: Spending your money wisely

- 8.1 Nottinghamshire Police's overarching vision is 'To be the best performing Police Force in England and Wales'. To achieve this vision we will continue to ensure that the budget allocated to us is spent wisely and that a balanced budget is delivered at the end of each financial year.
- 8.2 In December 2015 the three Chief Constables for Nottinghamshire, Leicestershire and Northamptonshire agreed to the creation of a single policing

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model for all three forces – the Strategic Alliance (SA). A detailed business case is now being developed to define what this will mean with an intention to introduce unified leadership, a single way of working, uniformity in systems, training, and policy and procedures to ensure a consistently high quality of service across the three forces.

- 8.3 I would like to take this opportunity to thank all the staff and officers involved in developing the 'proof of concept' model, which was approved by the three Chief Constables and three Police and Crime Commissioners in December 2015. My thanks also goes out to all of the staff and officers in Nottinghamshire Police for their hard work and dedication during what is an uncertain time for many – I know that there is recognition that we need to change to provide the best service to the public by operating in the most efficient and effective ways.
- 8.4 Although the Comprehensive Spending Review announcement in November 2015 was significantly less severe on Police budget cuts that we anticipated and we were pleased that the budget will not be cut further, we still have a significant amount of savings to achieve to balance the budget.
- 8.5 Our 'Delivering the Future 3' team are continuing to work with senior leaders within the force to develop more efficient and effective ways of doing things to achieve the savings that are still required and make Nottinghamshire Police as efficient and effective as we possibly can.

Appendix 1

PROUD To Serve: Our Values

PROUD embodies everything we stand for as an organisation.

Professional

Respect for all

One Team

Utmmost integrity, trust and honesty

Doing it differently

For Information / Consideration / Decision	
Public/Non Public	Public
Report to:	Strategic Resources and Performance Meeting
Date of Meeting:	15th March 2016
Report of:	
Report Author:	James Lunn – HR Senior Manager
E-mail:	James.lunn@nottinghamshire.pnn.police.uk
Other Contacts:	
Agenda Item:	09

WORKFORCE PLANNING

1. Purpose of the Report

- 1.1 To provide an update on the police officer and police staff numbers as at 1 February 2016.

2. Recommendations

- 2.1 It is recommended that the Force Executive Board note the report.

3. Reasons for Recommendations

3.1 Police Officers

The 'Delivering the Future' project will confirm the future operating model for Nottinghamshire Police and determine the targeted establishment for police officers and police staff.

At 1 February 2016 the number of Police Officers funded by Nottinghamshire Police is 1930.84 FTE. In addition, we have 28.51 FTE police officers who are externally funded through our partnership arrangements, for example, via Nottingham Community Protection. A further 33 police officers in regional posts are classed as collaboratively funded to reflect our commitment to providing 'officers in kind' plus 9 FTE on secondment and 8.99 FTE on career break. This provides a total of 2010.34FTE police officers.

The budget forecast for 31 March 2016 is 1925.8 FTE force funded police officers and 2003.8 FTE in total. There are 11 officers reaching 30 years' pensionable service in February and March of this year who could retire.

For 2016/17, it is predicted that there will be around 90 FTE police officer leavers. This is based on a combination of anticipated police officer retirements and historical data of other police officer leavers. The forecasted police officer numbers are detailed in Appendix 1.

Appendix 2 shows the police officer numbers by division/department and Appendix 3 highlights the number of deployable resources by division/department.

Appendix 4 shows the actual strength at 1 February 2016 further broken down by substantive rank and current rank, including officers classed as externally funded and on secondment.

Table 1 - Officers in Temporary and Acting Roles (excludes secondments)

Rank	FTE
Temporary Chief Superintendent	2
Temporary Chief Inspector	6
Temporary Inspector	43.85
Temporary Sergeant	44.59
	96.44

The number of officers in temporary higher posts has reduced by 10 since 4 January 2016 and plans are in place to further reduce the number of acting and temporary roles by the end of April 2016.

3.2 Police Staff

Appendix 2 details the force funded Police Staff numbers as at 1 February 2016.

The HR matrix (Appendix 3) breaks this information down by Police Staff and Police Community Support Officers (PCSO) and provides additional information relating to available resources by Division/Department.

We are currently in the process of tracking the changes to the police staff establishment since the implementation of the Multi Force Shared Service (MFSS) and aim to be in a position to report against this next month.

3.3 PCSOs

At 1 February 2016 the number of PCSOs is 230.28 FTE.

Following the recent PCSO review, the establishment has reduced from 340 FTE to 246.7 FTE.

4. Summary of Key Points (this should include background information and

options appraisal if applicable)

- 4.1 Workforce planning is a process used to identify current and future staffing needs and development needs of the workforce to meet future requirements.
- 4.2 There are typically four stages to developing a workforce plan as follows:
- Identify the workforce requirements for the future
 - Develop a profile of the current workforce (e.g. skills, training etc.)
 - Carry out a gap analysis between current and future requirements
 - Develop an action plan to meet future requirements
- 4.3 Nottinghamshire Police has designed an operating model, via the Delivering the Future Programme, which defines the high level workforce requirements for the future. This proposes a thematic model of policing. There is a requirement to develop a detailed workforce plan by rank/grade for each thematic area, taking cognisance of the Strategic Alliance Programme.

5. Financial Implications and Budget Provision

- 5.1 The number of funded police officers/police staff (including PCSOs) has a direct impact on the budget and planned efficiency savings.

6. Human Resources Implications

- 6.1 Developing the detailed workforce plan and supporting the Delivering the Future changes will require HR resource.

7. Equality Implications

- 7.1 Although the recruitment of new police officers and PCSO's has been placed on hold, the force will continue to deliver positive action initiatives aimed at retention and progression and seek to encourage individuals from under-represented groups to consider opportunities to work with Nottinghamshire Police as police staff, special constables, cadets and volunteers.

8. Risk Management

- 8.1 Recruitment and training plans are in place and reviewed on an on-going basis.

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

- 9.1 The MTFP workforce plan was developed to link in and compliment the police and crime plan priorities.

10. Changes in Legislation or other Legal Considerations

10.1 None

11. Details of outcome of consultation

11.1 Consultation has taken place within HR and Business and Finance.

12. Appendices

12.1 2016/17 Police Officer Forecast – Appendix 1

12.2 Performance & Insight Establishment Report – Appendix 2

12.3 HR Matrix detailing available resources – Appendix 3

12.4 Police Officer – Actual Rank Breakdown – Appendix 4

13. Background Papers (relevant for Police and Crime Panel Only)

13.1 Not applicable

Appendix 1 - Police Officer Tracker (FTE Information for Q2 Forecast & 2016/17 Budget)

Type	Police														
Row Labels	Jan 16	Feb 16	Mar 16	Apr 16	May 16	Jun 16	Jul 16	Aug 16	Sep 16	Oct 16	Nov 16	Dec 16	Jan 17	Feb 17	Mar 17
Core	1,940.8	1,935.8	1,925.8	1,921.8	1,915.8	1,911.8	1,906.8	1,898.8	1,893.8	1,882.8	1,871.8	1,866.8	1,862.8	1,849.9	1,839.9
Chief Constable	1.0	1.0	1.0	1.0	1.0	1.0	1.0	-	-	-	-	-	-	-	-
Deputy Chief Constable	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	-	-	-	-	-	-
ACC	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
Chief Superintendent	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0	2.0	2.0	2.0	2.0	2.0
Superintendent	15.0	15.0	15.0	15.0	15.0	15.0	15.0	15.0	15.0	15.0	15.0	15.0	14.0	14.0	14.0
Chief Inspector	26.0	26.0	26.0	25.0	24.0	24.0	24.0	24.0	24.0	24.0	24.0	24.0	24.0	24.0	23.0
Inspector	114.9	114.9	113.9	113.9	113.9	113.9	113.9	111.9	110.9	109.9	109.9	109.9	108.9	105.9	103.9
Sergeant	336.3	334.3	332.3	332.3	332.3	332.3	332.3	330.3	330.3	328.3	328.3	328.3	328.3	324.4	323.4
Constable	1,442.7	1,439.7	1,432.7	1,429.7	1,424.7	1,420.7	1,415.7	1,412.7	1,408.7	1,401.7	1,391.7	1,386.7	1,384.7	1,378.7	1,372.7
EF	31.0	31.0	31.0	31.0	31.0	31.0	31.0	31.0	31.0	31.0	31.0	31.0	31.0	31.0	31.0
Chief Inspector	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0
Inspector	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0
Sergeant	8.0	8.0	8.0	8.0	8.0	8.0	8.0	8.0	8.0	8.0	8.0	8.0	8.0	8.0	8.0
Constable	18.0	18.0	18.0	18.0	18.0	18.0	18.0	18.0	18.0	18.0	18.0	18.0	18.0	18.0	18.0
Seconded Officers	47.0	47.0	47.0	47.0	46.0	46.0	46.0	45.0	45.0	45.0	45.0	45.0	45.0	44.0	44.0
Superintendent	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	4.0	4.0
Chief Inspector	4.0	4.0	4.0	4.0	4.0	4.0	4.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0
Inspector	4.0	4.0	4.0	4.0	4.0	4.0	4.0	4.0	4.0	4.0	4.0	4.0	4.0	4.0	4.0
Sergeant	7.0	7.0	7.0	7.0	7.0	7.0	7.0	7.0	7.0	7.0	7.0	7.0	7.0	7.0	7.0
Constable	27.0	27.0	27.0	27.0	26.0	26.0	26.0	26.0	26.0	26.0	26.0	26.0	26.0	26.0	26.0
Grand Total	2,018.8	2,013.8	2,003.8	1,999.8	1,992.8	1,988.8	1,983.8	1,974.8	1,969.8	1,958.8	1,947.8	1,942.8	1,938.8	1,924.9	1,914.9

Appendix 2 - P&I Establishment

	Police Officers		Police Staff		Total Substantive Actual FTE
	Substantive Actual FTE	Externally Funded Actual FTE	Substantive Actual FTE	Externally Funded Actual FTE	
Local Policing					
City	668	20	135		803
County	577	3	178	45	754
Contact Management	38		273	1	311
	1,282	23	586	46	1,869
Specialist Services					
Crime & Intelligence	150	4	145	2	295
Public Protection	174	1	41		214
Crime & Justice	54		201		255
EMOpSS	143	1	18		161
Regional	86	33	22	2	109
	607	39	427	4	1,034
Command	3		4		7
Corporate Services	38		296	12	335
	1,931	62	1,314	61	3,245
Budgeted Establishment (1 February 2016)	1,941		PCSO (included within Staff)		
Variance to budgeted establishment	(10.2)		City	99	
			County	131	
				230	-

Appendix 3 - HR Matrix Available Resources - Police Officers - 1 February 2016

	CITY	COUNTY	CORPORATE SERVICES	CI&C	CJ	PP	CM	EMOpSS	REGION	Total Police
Force Funded Officers										
Actual Strength (FTE) SUBSTANTIVE POST excluding External Funding, Secondments AND Career Breaks @ month end	668.00	576.60	41.35	149.91	53.75	173.84	37.77	143.19	86.43	1930.84
Actual Strength (FTE) CURRENT POST including temporary posts excluding External Funding, Secondments AND Career Breaks @ month end	648.00	546.16	52.04	157.13	55.75	181.28	64.40	140.37	85.43	1930.56
MANAGEMENT INFORMATION (Based on Current Post)										
Maternity / Adoption	9.27	7.80	0.83	0.60	1.00	4.24			1.00	24.74
Probationers prior to Independent Patrol										0.00
Military Service										0.00
Restricted Duties	10.75	11.57	3.00	5.00	2.00	3.30	7.35		2.00	44.97
Recuperative Duties	2.34	6.13	3.00	3.00		3.00				17.47
Suspended	1.00	2.00					1.00			4.00
Total Abstractions	23.36	27.50	6.83	8.60	3.00	10.54	8.35	0.00	3.00	91.18
Total Available Resources	624.64	518.66	45.21	148.53	52.75	170.74	56.05	140.37	82.43	1839.38
Other Funding (Based on Substantive Post)										
Partnership Funding Actual Strength (FTE)	19.71	3.00		4.00		0.80		1.00		28.51
Collaborative Funding Actual Strength (FTE)									33.00	33.00
Secondments Actual Strength (FTE)									9.00	9.00
Career Breaks	5.69	1.00		0.65		0.65			1.00	8.99
Total Substantive Police Officer										2,010.34

Appendix 3 - HR Matrix Available Resources - Police Staff - 1 February 2016

	CITY	COUNTY	CORPORATE SERVICES	CI&C	CJ	PP	CM	EMOpSS	REGION	Total Police
Force Funded Police Staff - Excluding PCSOs										
Actual Strength (FTE) SUBSTANTIVE POST excluding External Funding, Secondments AND Career Breaks @ month end	36.09	46.68	300.44	145.11	201.12	40.61	273.39	17.79	22.46	1083.69
Actual Strength (FTE) CURRENT POST including temporary posts excluding External Funding, Secondments AND Career Breaks @ month end	38.52	42.84	305.98	188.89	157.61	43.34	269.96	16.35	22.46	1085.95
PCSOs										
Actual Strength (FTE) SUBSTANTIVE POST excluding External Funding AND Career Breaks @ month end	99.38	130.90								230.28
MANAGEMENT INFORMATION (Based on Current Post)										
Abstractions out of Force										0.00
Maternity / Adoption	0.43	1.00	1.61	4.44	3.09		5.94			16.51
Restricted Duties					2.00		2.00			4.00
Recuperative Duties			3.00	1.00	2.00		5.32			11.32
Suspended					1.50		2.00			3.50
Total Abstractions	0.43	1.00	4.61	5.44	8.59		15.26	0.00	0.00	35.33
Total Available Resources	137.47	172.74	301.37	183.45	149.02		254.70	16.35	22.46	1237.56
Temporary Agency Staff		1.00	29.61	21.80	1.00				2.00	55.41
Available Resources for Deployment	137.47	173.74	330.98	205.25	150.02		254.70	16.35	24.46	1292.97
Other Funding (Based on Substantive Post)										
Partnership Funding Actual Strength (FTE)		44.54	11.81	1.89						58.24
Collaborative Funding Actual Strength (FTE)									2.00	2.00
Secondments Actual Strength (FTE)										0.00
Career Breaks		0.43	3.00		2.45	1.00	0.89			7.77
Total Substantive Police Staff										1,381.98

Appendix 4 - Actual Rank Breakdown as at 1 February 2016 (current posts - includes temporary and acting duties)

Force Funded Officers (excludes carrer break)

	City	County	Command Team	Corporate Services	Contact Management	Crime & Intelligence Command	Crime & Justice	EMOpSS	Public Protection	Region	Grand Total
Chief Constable			1.00								1.00
Deputy Chief Constable			1.00								1.00
Assistant Chief Constable			1.00								1.00
Chief Superintendent	1.00	1.00									2.00
Detective Chief Superintendent						1.00					1.00
Temporary Chief Superintendent	1.00							1.00			2.00
Superintendent	2.00	2.00		1.00	1.00	1.00			1.00		8.00
Detective Superintendent		1.00		1.00		1.00					3.00
Chief Inspector	3.00	6.00		1.00	1.00	3.00		1.00	1.00		16.00
Detective Chief Inspector		1.00		1.00		2.00			1.00		5.00
Temporary Chief Inspector	1.00	1.00		1.00							3.00
Temporary Detective Chief Inspector		1.00							1.00		2.00
Inspector	14.00	13.95		2.00	6.00	6.00	9.00	3.37			54.32
Detective Inspector	4.00	1.00		4.00	1.00	7.00	1.00		4.00	4.00	26.00
Temporary Inspector	10.00	11.00			4.00	1.00	2.00			2.00	30.00
Temporary Detective Inspector	3.00	5.00							1.00	2.00	11.00
Sergeant	63.72	66.69	1.00	7.75	5.00	18.70	41.75	15.00	1.81	1.00	222.42
Detective Sergeant	13.87	11.80		4.00		8.86		2.00	25.31	11.00	76.84
Temporary Sergeant	12.90	6.00			7.00	0.69	1.00	3.00	1.00	1.00	32.59
Temporary Detective Sergeant		3.00							4.00	1.00	8.00
Constable	456.85	356.79	1.00	18.69	39.40	79.96	1.00	112.00	72.17	5.00	1142.86
Detective Constable	61.66	57.93		5.60		26.93		3.00	67.98	58.43	281.53
Grand Total	648.00	546.16	5.00	47.04	64.40	157.13	55.75	140.37	181.28	85.43	1930.56

Partnership Funded Officers

	City	County	Crime & Intelligence Command	Public Protection	Region	Grand Total
Chief Inspector	1.00					1.00
Temporary Chief Inspector	1.00					1.00
Inspector	1.00					1.00
Temporary Inspector	1.00			0.85		1.85
Sergeant	3.00					3.00
Temporary Sergeant			1.00			1.00
Constable	13.71	5.95	2.00			21.66
Detective Constable					1.00	1.00
Grand Total	20.71	5.95	3.00	0.85	1.00	31.51

Collaborative Funded Officers

	Region	Grand Total
Superintendent	1.00	1.00
Detective Superintendent	2.00	2.00
Detective Chief Inspector	3.00	3.00
Inspector	1.00	1.00
Detective Inspector	1.00	1.00
Temporary Detective Inspector	1.00	1.00
Sergeant	1.00	1.00
Detective Sergeant	2.00	2.00
Temporary Sergeant	1.00	1.00
Temporary Detective Sergeant	2.00	2.00
Constable	4.00	4.00
Detective Constable	13.00	13.00
Grand Total	32.00	32.00

Seconded Officers

	Region	Grand Total
Temporary Superintendent	2.00	2.00
Chief Inspector	1.00	1.00
Sergeant	1.00	1.00
Constable	3.00	3.00
Grand Total	7.00	7.00

Appendix 4 - Actual Rank Breakdown as at 1 February 2016 (substantive posts)

Force Funded Officers (excludes Career Break)

	City	County	Command Team	Corporate Services	Contact Management	Crime & Intelligence Command	Crime & Justice	EMOpSS	Public Protection	Region	Grand Total
Chief Constable			1.00								1.00
Deputy Chief Constable			1.00								1.00
Assistant Chief Constable			1.00								1.00
Chief Superintendent	1.00	1.00									2.00
Detective Chief Superintendent						1.00					1.00
Superintendent	3.00	2.00		1.00	1.00	1.00			1.00		9.00
Detective Superintendent		1.00		1.00		1.00					3.00
Chief Inspector	5.00	6.00		1.00	1.00	2.00		1.00	1.00		17.00
Detective Chief Inspector		1.00		1.00		2.00			1.00		5.00
Inspector	13.00	16.95		1.00	6.00	4.00	10.00	3.37		1.00	55.32
Detective Inspector	4.00	3.00		4.00		7.00	1.00		4.00	5.00	28.00
Sergeant	76.72	78.54	1.00	6.75	2.00	16.70	42.75	16.00	1.81	1.00	243.27
Detective Sergeant	18.87	19.80		5.00		9.86		2.00	25.31	14.00	94.84
Constable	485.75	382.90		11.00	26.84	81.36		117.83	72.44	5.00	1183.11
Detective Constable	60.66	64.41		5.60	0.93	24.00		3.00	67.28	60.43	286.30
Grand Total	668.00	576.60	4.00	37.35	37.77	149.91	53.75	143.19	173.84	86.43	1930.84

Partnership Funded Officers

	City	County	Crime & Intelligence Command	EMOpSS	Public Protection	Grand Total
Superintendent				1.00		1.00
Inspector	3.00					3.00
Sergeant	4.00					4.00
Detective Sergeant					0.80	0.80
Constable	12.71	3.00	4.00			19.71
Grand Total	19.71	3.00	4.00	1.00	0.80	28.51

Collaborative Funded Officers

	Region	Grand Total
Superintendent	1.00	1.00
Detective Superintendent	2.00	2.00
Detective Chief Inspector	3.00	3.00
Inspector	1.00	1.00
Detective Inspector	2.00	2.00
Sergeant	2.00	2.00
Detective Sergeant	2.00	2.00
Constable	4.00	4.00
Detective Constable	16.00	16.00
Grand Total	33.00	33.00

Seconded Officers

	Region	Grand Total
Chief Inspector	2.00	2.00
Detective Chief Inspector	1.00	1.00
Sergeant	3.00	3.00
Constable	3.00	3.00
Grand Total	9.00	9.00

For Information	
Public/Non Public*	Public
Report to:	Strategic Resources and Performance Meeting
Date of Meeting:	15th March 2016
Report of:	Tim Wendels, Head of Assets
Report Author:	David Heason, Estates Manager
E-mail:	david.heason@nottinghamshire.pnn.police.uk
Other Contacts:	
Agenda Item:	10

*If Non Public, please state under which category number from the guidance in the space provided.

Environmental Management Performance

1. Purpose of the Report

- 1.1 To provide an update on the Force's environmental strategy, carbon management plan, waste recycling figures and current environmental initiatives.

2. Recommendations

- 2.1 To note the Report.

3. Reasons for Recommendations

- 3.1 To ensure that the OPCC is aware of the Force's current environmental management initiatives and performance.

4. Summary of Key Points (this should include background information and options appraisal if applicable)

Environmental Management Strategy

- 4.1 The Force's current Environmental Management Strategy was developed in 2014. The Strategy aims to ensure that environmental management is embedded into our strategic and business planning and to provide high level protection to the environment. This Strategy will be up for review in 2017.
- 4.2 The Environmental Assistant post was vacated in May 2015 and due to the recruitment freeze, it has not been possible to fill this post. The work of the Environmental Assistant has been distributed amongst the remaining staff in the Estates team. This has hampered progressing some initiatives but good progress has been made overall.

Carbon Management Plan

- 4.3 In 2011, the Force developed a Carbon Management Plan which sets out a target for a net reduction in its carbon emissions of 30%. The Plan also sets out projects and proposals to meet that target. The Plan needs to be updated

at the end of this financial year to include all the work that has been carried out and the energy savings that we have made with the projects and new initiatives that have been developed. A full review of the Force's latest carbon footprint will be undertaken at that point and progress towards the target assessed.

- 4.4 The following gives a description of the projects that have been carried out by the Assets department.
- 4.5 We currently have 9 sites where we have installed PV panels, which are generating electricity, these are, Mansfield; Newark; Oxclose Lane; St Anns; West Bridgford; Arrow Centre; Sherwood Lodge; Tom Ball Hall and Riverside. In addition to receiving solar generated electricity, we have received renewable heat incentive (RHI) income from our energy supplier.
- 4.6 At Sherwood Lodge, as part of the major refurbishment in 2010 to 2012, we installed double glazing, roof insulation and LED lighting to many parts of the site.
- 4.7 At Ollerton Police station in 2014, we installed a biomass boiler, double glazing, loft insulation and LED lighting with automatic controls.
- 4.8 At Broxtowe Police station in 2015 we installed double glazing, loft insulation and LED lighting with automatic controls.
- 4.9 At Sherwood Lodge in 2015 we have built two biomass boiler houses and are now providing renewable heating to 90% of the buildings on the site and receiving RHI payments.
- 4.10 We have continued to replace lighting with LED lighting whenever we have carried out major improvements to the estate. In particular we have installed LED lighting to our three custody suites, both in the cells and the circulation areas. At Sherwood Lodge, in the main building, part of the first floor and the majority of the 2nd floor have been fitted with LED lighting and automatic lighting controls.
- 4.11 The following property improvement schemes planned for 2016/17 will include some energy conservation improvements as stated below:-
- Ranby Conversion – Installation of insulation and LED lighting.
Oxclose Lane 1st Floor Alterations – Installation of LED lighting.
Sherwood Lodge External Lighting Replacement – Installation of LED lighting.
Building Management Improvements – Replace heating controls at key sites.
- 4.12 The Estate rationalisation programme has also meant that we have reduced our energy usage and carbon emissions by moving out of buildings, some of which have been replaced by smaller, lower energy using buildings and others not replaced at all saving the full amount of energy/carbon. These include the following sites:-

Beeston
Bingham
Blidworth
Calverton
Carlton in Lindrick
Crown House, Worksop
East Leake
Harworth
Keyworth
Kimberley
Kirkby
Stapleford
Warsop
Wollaton

- 4.13 The Estate rationalisation programme will continue to deliver further carbon savings when further buildings are vacated and sold over the next 12 – 18 months and we move to alternative premises where we will use less energy and have lower running costs and carbon emissions. These will include significant sites at Central, Canning Circus, Retford, Meadows, Sneinton, Carlton, Arnold and Sutton in Ashfield. Other sites are also under consideration and the programme will continue to deliver reductions in the Force's energy usage and carbon footprint.

Waste recycling figures

- 4.14 The Force has a target to recycle 85% of its general waste and the Force is currently above this target, with current performance being at 88%.

5 Financial Implications and Budget Provision

- 5.1 The capital programme contains budgets to implement the changes as required by the Estate rationalisation programme.
- 5.2 In the past, there was a general energy reduction fund for "spend to save" initiatives, but at the present energy reduction schemes are either part of larger projects or are funded on a project by project basis through specific requests for capital funds.

6 Human Resources Implications

- 6.1 None.

7 Equality Implications

- 7.1 None.

8	Risk Management
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8.1 N/A

9	Policy Implications and links to the Police and Crime Plan Priorities
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9.1 There is a link to the PCC's Corporate Social Responsibility agenda.

10	Changes in Legislation or other Legal Considerations
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10.1 None.

11	Details of outcome of consultation
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11.1 None.

12	Appendices
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12.1 N/A

13	Background Papers (relevant for Police and Crime Panel Only)
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13. N/A

For Consideration	
Public/Non Public*	Public
Report to:	Strategic Resources & Performance Meeting
Date of Meeting:	15th March 2016
Report of:	Paddy Tipping Police Commissioner
Report Author:	Kevin Dennis
E-mail:	kevin.dennis@nottinghamshire.pnn.police.uk
Other Contacts:	Kevin Dennis
Agenda Item:	11

REFRESHED POLICE AND CRIME PLAN (2016-18)

1. PURPOSE OF THE REPORT

- 1.1 The purpose of this report is to provide the Strategic Resources & Performance Meeting with a draft copy of the Commissioner's refreshed Police and Crime Plan for 2016-18. See **Appendix A**.
- 1.2 On 1st February 2016 the Police and Crime Panel were presented with a draft copy of the refreshed Police and Crime Plan (2016-18) and whilst written feedback has been received and responded to, no material changes to the plan have been required.
- 1.3 Whilst the Chief Constable and his staff have been consulted in the preparation of this refreshed plan, this meeting provides an opportunity for the Chief Constable to formally agree to the revisions.

2. RECOMMENDATIONS

- 2.1 That Members discuss and note the draft Police and Crime Plan (2016-18).
- 2.2 That the Chief Constable formally agrees to refreshed Police and Crime plan (2016-18).

3. REASONS FOR RECOMMENDATIONS

- 3.1 The Police Reform and Social Responsibility (PR&SR) Act 2011 places a statutory duty on the Commissioner to publish a Police and Crime Plan for their policing area. The Commissioner is required to prepare a draft plan or variation and consult with the chief constable in preparing the draft plan or variation and send a copy to the Panel and have regard to the Panel's recommendations and publish any such response.^a

^a *Police Reform and Social Responsibility Act 2011: Section 5(6) Before issuing or varying a police and crime plan, a police and crime commissioner must— (a) prepare a draft of the plan or variation, (b) consult the relevant*

- 3.2 Whilst the Chief Constable and his staff have been consulted in the preparation of this refreshed plan, this meeting provides an opportunity for the Chief Constable to formally agree to the revisions.

4. Summary of Key Points

- 4.1 The Commissioner's first 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. In 2014 the process was amended and is now known as the Nottinghamshire Police and Crime Needs Assessment (NPCNA) with the latest version finalised in December 2015. This assessment can be downloaded from the Commissioner's web site.^b
- 4.2 The NPCNA has provided the Commissioner with a strategic assessment of current, emerging and long-term threats, harm and risk affecting crime and community safety for Nottingham and Nottinghamshire. The NPCNA has aggregated key information from the Force's and Partner's Strategic Local profiles, consultation and engagement findings together with national supplementary information into one summary assessment, it is not designed to duplicate or repeat local profiles.
- 4.3 The purpose of this assessment was to inform the refreshing of the Police and Crime Plan for 2016-18. In this respect, only the key issues arising from the NPCNA are summarised in this refreshed plan. This plan should reflect the views and interests of everyone living and working in Nottingham and Nottinghamshire.
- 4.4 The first Plan in 2013-17 came into effect on the 1st April 2013 and set the strategic direction for policing and community safety, clearly identifying the seven strategic priority themes and activities to be delivered by the Commissioner, the Force and partners in Nottingham and Nottinghamshire. This plan was refreshed and a third plan published on 1st April 2015 which can be downloaded from the Commissioner's web site.^c
- 4.5 The latest NPCNA (2015) has identified the need to increase our focus and strategic activity to:
- 4.5.1 **Improve collective knowledge and understanding:** The need to develop a richer understanding of the issues facing local communities and outcomes being delivered

chief constable in preparing the draft plan or variation, (c) send the draft plan or variation to the relevant police and crime panel, (d) have regard to any report or recommendations made by the panel in relation to the draft plan or variation (see section 28(3)), (e) give the panel a response to any such report or recommendations, and (f) publish any such response.

Section 28(3): A police and crime panel must— (a) review the draft police and crime plan, or draft variation, given to the panel by the relevant police and crime commissioner in accordance with section 5(6)(c), and (b) make a report or recommendations on the draft plan or variation to the commissioner.

^b Insert link to Police and Crime Needs Assessment (2015)

^c <http://www.nottinghamshire.pcc.police.uk/Document-Library/Public-Information/Police-and-Crime-Plan/Refreshed-Plan-2015-2018/Police-and-Crime-Plan-2015-2018.pdf>

4.5.2 **Safeguard Vulnerable People:** The need to identify and respond appropriately to vulnerability and hidden harm, particularly through improvements in multi-agency information sharing

4.5.3 **Tackle Complex Need:** The need to maintain multi-agency commitment to tackling the most complex and problematic localities, families and individuals

4.5.4 **Prevention:** The need to further exploit opportunities to anticipate, prevent and manage risk and demand

4.5.5 **Efficiency and Effectiveness:** The need to further improve the efficiency and effectiveness of local services, particularly through Partnership working and better use of technology and the strategic alliance.

4.5.6 **Community Engagement:** The need to further increase public engagement, trust and confidence in local services - particularly amongst minority and under-represented groups

4.6 A number of new strategic activities are contained and listed in the Strategic Framework of the Plan and these will be included in a refreshed Police and Crime Delivery Plan (2016-18) and project managed throughout the year.

4.7 The Force will build the new measures into its Performance and Insight reports which will be monitored monthly at both Divisional and Force level performance meetings.

5. Financial Implications and Budget Provision

5.1 Financial implications and budget provision has been highlighted in the refreshed Police and Crime Plan and a separate Budget Report 2016-17.

6. Human Resources Implications

6.1 Human resource implications are monitored through the Police and Crime Plan and the existing governance arrangements for Workforce Planning with the Force.

7. Equality Implications

7.1 There will be a refresh of the Equality Impact Assessment for the Police and Crime Plan, which will provide key information for future planning for engagement and consultation for the Commissioner.

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 seven strategic priorities will continue but in response to the new risks identified a range of new activities will be undertaken and managed through the Commissioner's Delivery Plan.

10. Changes in Legislation or other Legal Considerations

- 10.1 The NOPCC monitors changes to legislation and identifies key activities and risks through the Police and Crime Needs Assessment.

11. Details of outcome of consultation

- 11.1 There has been ongoing consultation conducted by the Commissioner and Deputy Commissioner, which has included:

- Walkabouts
- Summer events across the City and the County
- Nottingham City Council Respect Survey - 2015
- Nottinghamshire County Council Annual residents Satisfaction Survey - 2015
- The Commissioner's online consultation questionnaire and public opinion poll
- Focus groups commissioned in Nottingham (City) and North Nottinghamshire (Worksop) and South Nottinghamshire (Bingham)
- Additional local public engagement activity in Nottingham and Nottinghamshire.
- Consultation meetings with key stakeholders

- 11.2 Also, a meeting was held on 14th December 2015 to meet with a range of stakeholders to discuss and receive feedback on both the Police and Crime Needs Assessment and the priorities in the refreshed Police and Crime Plan (2016-18). This draft takes account of that feedback.

- 11.3 A consultation report on the Commissioner's Priorities and Budget Consultation 2015/16 is available from the Commissioner's web site.^d

- 11.4 The Chief Constable and his Command team have been consulted on the draft plan and feedback has been taken into account.

^d Nottinghamshire Police and Crime Plan Priorities and Budget Consultation 2015/16

11.5 On 1st February 2016 the Police and Crime Panel were presented with a draft copy of the refreshed Police and Crime Plan (2016-18) and whilst written feedback has been received and responded to, no material changes to the plan have been required.

12. Appendices

Appendix A – Draft Refreshed Police and Crime Plan (2016-2018)

13. Background Papers (relevant for Strategic Resources and Performance Meeting)

- Police and Crime Needs Assessment December 2015
- Nottinghamshire Police and Crime Plan Priorities and Budget Consultation 2015/16

For any enquiries about this report please contact:

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The Police and Crime Plan (Refreshed)

2016-18

April 2016

Draft V10



Nottinghamshire

POLICE & CRIME COMMISSIONER

Foreword

This is my fourth refreshed Police and Crime Plan. Whilst I will be reporting more fully on my pledges and activities undertaken this year in my Annual Report in early summer, I want to highlight here some immediate priorities.

Nottinghamshire Police, together with the Leicestershire and Northamptonshire forces have agreed to form a Strategic Alliance. Preparatory work is underway for this and I anticipate we will go live on 1 April 2016. Working even more closely together will not only ensure greater resilience but also achieve budget savings.



Nottinghamshire Police's budget remains under pressure. However, both the Chief Constable and I remain committed to a strong neighbourhood presence and to partnership working with the public, private and third sectors.

Against this background, I am keen to see all areas of Nottinghamshire protected. As part of that, it is important that residents in rural areas feel safe and secure – and this Police and Crime Plan builds on measures to achieve that.

I have always given priority to the victims of crime. Important changes have therefore been made but I intend to do more, with the next year providing an opportunity to commission even better, more targeted, services.

Whilst volume crime has continued to drop substantially, there are areas where reporting needs to be increased. Domestic violence continues to be a priority but there is more work to be done on hate crime, female genital mutilation and modern slavery. Again, this will require strong partnership work.

In our work with partners, further progress also needs to be made to resolve the issues surrounding historic sexual abuse in residential care. This progress can be assisted by lessons that have been learned to ensure that young people today receive the attention, support and protection they deserve.

Although Nottingham and Nottinghamshire remain safe places to live and work, I want to work hard to reduce knife crime.

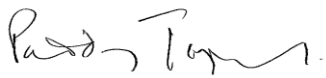
Young people are more likely to encounter difficulties in their homes using the internet and new technologies than on the streets. This being so, we all recognise that there needs to be a greater focus on how resources are being committed both locally and nationally to online and cybercrime.

I am particularly proud of the work that has been undertaken to enhance relationships with our black and Asian communities. Stop and search levels are at historically low levels and steps are being taken to ensure our workforce better reflects the communities we serve.

In addition, I want to recognise and thank all involved in our mental health work. The street triage cars have made a difference and we are confident that those with mental health difficulties will receive care, not custody.

At the end of the day, Nottinghamshire residents want to feel safe and secure in their homes and streets. They want strong, safe and proud communities where they can bring up their children and families. Together with my Deputy, Chris Cutland, I want to thank all the police officers, PCSOs, police staff, volunteers, partners and community organisations who have been working hard to achieve that aim.

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 third refreshed Police and Crime Plan (2016-18), which sets out the ambitions to be achieved over the next few years and explains what can be expected from policing and community safety in Nottingham and Nottinghamshire.

Since the Commissioner took office in November 2012 a wide range of strategic activity has been undertaken resulting in a range of different achievements. Some activities will take longer to yield fruit. However, **Appendix A** contains a table of key successful achievements so far. Some examples include:

Spent Money Wisely

- Since 2010-11 over £42m in efficiency savings have been made through collaboration and 'Delivering the Future Program'
- £5.7m Innovation funding obtained following successful bids to the Home Office in 2014-15 (some joint)
- Commissioner's Office Costs is less than former Police Authority and 24% less than national average (i.e. £0.83 per head of population compared to £1.03)

Crime and ASB reduced

- Compliance with the National Crime Recording Standard has improved from 88% in 2012 to 98% in 2015 with more incidents being recorded as crimes
- Despite many more incidents being recorded as crimes, Total Crime is predicted to have reduced between 3% and 5% at the end of 2015-16 compared to 2011-12
- Force ranked 3rd best reduction nationally (year to date to Dec-15). City has highest reduction over both a 4 year period (-8%), and year to date (-4.3%, to Dec 2015) compared to 8 core cities.
- ASB is predicted to have reduced 38.5% at the end of 2015-16 compared to 2011-12.
- ASB Perception: Since 2012, there is long term downward trend in the number of people being drunk or rowdy and teenagers hanging around
- The number of people Killed or Seriously Injured (KSIs) on Nottinghamshire's roads has reduced by 39.8% for adults and 45.4% compared to the 2005-09 average

Protecting and Supporting Victims

- More victims have the confidence to report sexual crimes, hate crime and domestic violence
- Around 98% of victims and witnesses are satisfied or very satisfied with the services provided in Court (to Mar 15)
- 9 in every 10 Domestic Abuse victims are satisfied with the whole Police experience

Organised Crime tackled

- EMSOU praised by HMIC as national best practice
- The number of organised crime groups assessed as 'High Risk' has gone down by over a third (-39.8%)
- Confiscation and forfeiture orders under the Proceeds of Crime Act (POCA) have increased 69% (Dec 12 to Mar 15)

Reduced Impact of Drugs and Alcohol

- Nottingham is the 2nd highest performer in the Core City group for successful completions (35%) re substance misuse (drugs and alcohol)
- The proportion of Alcohol-Related Violence has reduced and is less than half that is estimated nationally
- Nottingham has successfully retained its Purple flag status for the sixth consecutive year and Mansfield in the County awarded the flag in 2015
- In the County, less people perceive people using or dealing drugs to be a problem (2014=20%, 2015=18%)

Disproportionality and Representation

- Stop and Searches are much more proportionate for BME communities (Disproportionality reduced by 22%)
- BME representation has increased from 3.9% to 7.5% for Special Constables
- The number of BME job applications increased by 60% in 2014
- BME recruitment increased from 4.69% in 2013 to 15.62% in 2014

Mental Health and Prevention

- Fewer people suffering mental impairment are detained in custody suites - down 80% compared to 2014/15
- The youth reoffending rate in the City and County (23.4%) is much better than the national average (35.5%)

2 Realising the Vision

The Commissioner's vision is "to be the Peoples Commissioner" 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 through law enforcement, 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:

1. Safer communities
2. Improved trust and confidence in policing
3. 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 and strategic alliance colleagues to pursue swift and sure justice for victims, prevent crime, protect and intervene early and reduce reoffending.

3 Our Values

The Commissioner's values are core to his way of working. This plan identifies not only what will be tackled but how. He expects Police officers, Police staff, PCSOs, Special Constables and Volunteers to operate with integrity to improve trust and confidence in policing.

The values are:

- | | |
|----------------|--|
| 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 |

4 Our Challenges

The Commissioner's Police and Crime Plan is aided by the production of a detailed Police and Crime Needs Assessment (PCNA).

The PCNA has provided the Commissioner with a strategic assessment of current, emerging and long-term threats, harm and risk affecting crime and community safety for Nottingham and Nottinghamshire.

4.1 Police and Crime Needs Assessment (PCNA): Key Points

The PCNA has been developed in consultation with Partner agencies and in line with recognised good practice for commissioning¹. Information has been aggregated from a range of sources including the Force, the Crime and Drugs Partnership (CDP) and the Safer Nottinghamshire Board (SNB). Whilst some source references are provided in this plan further detailed sources are contained within the PCNA report located on the Commissioner's web site.²

Key issues identified have been assessed via the 'THRIVE' model, which gives structure to and consistency to the assessment of **Threat, Harm, Risk, Investigation opportunities, victim Vulnerability** and the **Engagement** level required to resolve the issue. The assessment also encompasses a PESTELO³ analysis which considers the wider impact of the changing environment. The Assessment has been subject to consultation and ratification via the Strategic Assessment Advisory Group and a Partnership stakeholder event held in December 2015.



The key issues identified through the PCNA process this year are listed below structured by the:

- Changing Environment
- Changing Patterns of Crime and Anti-social Behaviour
- Changing Patterns of Victimisation
- Changing Patterns of Offending
- Public Perception and Community Engagement
- Changing Organisational Landscape
- Local Authority Level Profiles

¹ Including CIPFA/SOLACE, NOMS, APACE and Audit Commission guidance

² [Police and Crime Needs Assessment 2015](#)

³ Review of Political, Economic, Social, Technological, Environmental, Legal and Organisational factors likely to have an impact upon crime, community safety and criminal justice

4.2 Changing Environment

People

The Nottinghamshire Police Force area spans approximately 834 square miles and incorporates the City of Nottingham⁴ and Nottinghamshire County Council authority area in which the district councils of Ashfield, Bassetlaw, Broxtowe, Gedling, Mansfield, Newark & Sherwood and Rushcliffe are based.

Spanning a diverse urban and rural landscape, the area incorporates major concentrations in retail, leisure and business economies through to former mining towns and more rural villages.

Nottinghamshire has a growing population of around 1.12 million which is expected to rise by a further 5.4%⁵ over the next 10 years. This growth is primarily driven by net migration from other areas of the UK and abroad and increases in life expectancy⁶. Around 28% of residents live in the City, where the population is forecast to increase by around 15,460 people over the next 10 years. Proportionally, however, the areas of Rushcliffe (+7%), Broxtowe (+6.6%) and Ashfield (+6.1%) are likely to see the largest proportional increases of over 7,000 people respectively.

Overall the County has a slightly older population profile than the national average, with fewer people aged 16 and under. The City meanwhile has almost double the proportion of people aged 20 to 24 compared to the national average – largely on account of the two Universities located in the area.

Nottinghamshire is a culturally and ethnically diverse area. The population of Nottingham City, in particular, includes a high proportion of University students and higher levels of ethnic diversity than the national average. The City's non-white British population increased rapidly between the 2001 and 2011 Census, rising from 19% to 35%. While ethnic diversity is also increasing across Nottinghamshire, Gedling, Rushcliffe, and Broxtowe have the least ethnically diverse populations, with over 90% of residents being White British.

Nottinghamshire is home to a number of long standing Pakistani and Caribbean communities and more recent Eastern European migrant communities. While the majority of residents speak English as their first language, the 2011 Census identifies the most common non-English languages in the area to be Polish, Urdu, Punjabi and Arabic.

The University of Nottingham, has the fourth highest number of international students nationally who account for around 28% of their total student population. China accounts for the highest proportion of non-EU student enrolments for both the University of Nottingham and Nottingham Trent University.

⁴ Nottingham is a national core city which encompasses around a third of the area's population

⁵ An additional 60,400 people by 2025

⁶ Population aged 75 and over is projected to increase by 37% equating to 33,400 additional people

Deprivation

Levels of deprivation in Nottinghamshire are significantly higher than the England average, largely due to pockets of deprivation in the City, former coalfield areas of Nottinghamshire and former industrial towns affected by economic stagnation.

Nottingham in particular has the 8th highest proportion of neighbourhoods that fall within the 10% most deprived nationally, with the proportion of the population estimated to be living in the most deprived areas nationally having increased from 25% to 33% since 2010.

Around 22,000 (34%) of children and 26% of people aged 60 and over are affected by income deprivation in Nottingham, which is higher than the national average of 21%. A further 22,300 children are estimated to be living in poverty in the County, with clear concentrations in the areas of Mansfield, Ashfield and Bassetlaw. Nottinghamshire also contains some of the highest levels of fuel poverty in rural England.

While the County's economy features a number of major companies, unemployment is above the national average within the area. Approximately one in ten adults in Nottinghamshire aged 18-64 live with moderate to severe physical disabilities, equating to around 150,600 people. While this figure is predicted to remain relatively static over the next 10 years, the number of people aged 65+ that are unable to manage at least one daily activity (28,900) is expected to increase by around 49% over the next 15 years.

Mental Health

The GP Patient Survey and Patient statistics⁷ indicate that mental health needs continue to increase both locally and nationally, with over 16,000 people estimated to be in contact with mental health services across Nottinghamshire. Rates of suicide have also been increased steadily over recent years at both a national and regional level. Mental health needs are more acute in the City where around 7% of adults (around 51,000 people) report having a long-term mental health problem. The prevalence of mental health issues is also notably higher amongst those with substance misuse issues.

Mental Health-related demands on Nottinghamshire Police remain high and increasing. The number of mental health flagged calls for service to the Police increased by around 20% in 2014/15 to over 15,000 during the year. Research undertaken by the Metropolitan Police Service⁸ indicated that around 15-20% of incidents received by the Police are linked to mental health, with half of all mental health calls being in relation to concern for safety issues.

Demand relating to safeguarding vulnerable adults is likely to increase over the coming years in view of the aging population, the introduction of new responsibilities for local agencies as part of the Care Act 2014 and increasing mental health-related needs across the wider population.

⁷ <http://fingertips.phe.org.uk/profile/general-practice/data>

⁸ Review for the Independent Commission for Mental Health and Policing, MET Police

Missing People

Missing and absent person incidents reported to the Police increased by around 3% in 2014/15 to almost 5,000 during the year. These increases, in part, reflect improvements in case and risk management processes, changes in policing policy and investigative investment with a focus on risk of Child Sexual Exploitation (CSE). Although many people who go missing are found safe and well, missing persons are often amongst the most vulnerable of people who are experiencing difficulties in their personal lives or who suffer from mental illness. Research⁹ has also highlighted links between children who go missing and child sexual exploitation. Around 65% of reported missing person cases in Nottinghamshire each year involve children, and of these over 40% of cases involved young people in care establishments.

Substance Misuse

Problematic drug use remains a significant factor linked to complex need and offending in Nottinghamshire. Heroin and crack use was in general decline during the 2000's, however there are indications that prevalence may now be increasing¹⁰ alongside marked increases in heroin and crack cocaine purity levels over the last year¹¹. Overall drug use amongst young people however appears in decline.¹²

Nationally, self-reported use of powdered cocaine, ecstasy and hallucinogens has been increasing steadily over recent years, particularly amongst the 20 to 24 age group. Findings from the Crime Survey for England and Wales (CSEW) indicate that while self-reported use of Class A substances has been falling within the East Midlands since 2010, still around 20,000 adults across Nottinghamshire (2.2% of the adult population) are likely to have used a Class A substance in the last year.

There are connections between drugs supply and other types of crime, including organised crime, violence, robbery, burglary and theft. Drug related offences recorded by the Police are often a result of Police proactively targeting offenders.

New psychoactive substances (NPS) or 'legal' highs are readily accessible locally and online and their use continues to prove popular to both a new generation of users and also long established users. Extrapolations based on the CSEW 2014/15 indicate that over 8,200 people across Nottinghamshire are likely to have used an NPS in the last year, with males aged 16 to 24 accounting for over 35% of users. New legislation¹³ will render the sale of NPS illegal from April 2016; however there are clear risks that this could lead to an increase in some synthetic cannabinoids and 'euphoric/stimulant' type drugs being sold on the black market.

⁹ Out of Mind, Out of Sight, CEOP 2011

¹⁰ Treatment presentations for opiate use in the city have been increasing since September 2015

¹¹ 2015/16 has seen seizures of heroin at over 60% and seizures of crack cocaine at over 70%

¹² Nottingham Needs Assessment 2015

¹³ Psychoactive Substances Bill

Alcohol abuse remains a significant driver of demand across many organisations, particularly in Nottingham, Ashfield, Bassetlaw and Mansfield, where alcohol-specific hospital admissions are significantly higher than the national average¹⁴ and rising. It is estimated that around 14% of all crime and ASB is alcohol-related, with the number of alcohol-related crimes and ASB incidents having increased over the last year. National studies¹⁵ indicate that the proportions of people frequently consuming alcohol (58%) and 'binge drinking'¹⁶ (15%) have been in steady decline over the last decade - a trend which has been attributed to both changing attitudes and reductions in the affordability of alcohol, particularly amongst the 18 to 30 age group. These trends have been reflected locally via the Nottingham Citizens' Survey.

Counterfeit tobacco is also widely available and in prevalent use and continues to present risks in terms of public health and organised criminality from a local to international level.

4.3 Changing Patterns of Crime and Anti-social Behaviour

Crime Trends

It should be emphasised that some of the increases in certain crime types reported in this section are the direct result of improvements in crime recording compliance over the previous year driven locally by the Commissioner and nationally by HMIC which have been reflected nationally and acknowledged by the Office of National Statistics.¹⁷ For this reason, greater emphasis should be placed on the Crime Survey for England and Wales (CSEW).

For example, combined estimates from the Crime Survey for England and Wales (CSEW) and the Commercial Victimisation Survey (CVS) indicate that crimes against individuals, households and businesses fell by a further 16% in Nottinghamshire during 2014/15 despite the Force recording a 6% increase. These long-term reductions in crime reflect international trends and have continued despite changes in economic conditions and austerity measures.

The chart below shows the trend in respect of self-reported and Police recorded victim based crime in Nottinghamshire from 2005/6 to 2014/15 and estimates to 2019.

Victim-based crimes in Nottinghamshire are estimated to have fallen by 14% in 2014/15, reaching their lowest level since the Crime Survey began in 1981. National trends indicate that crimes against children (aged 10 to 15) also fell by 11%, while self-reported crimes against businesses¹⁸ in the region fell by around 21%.

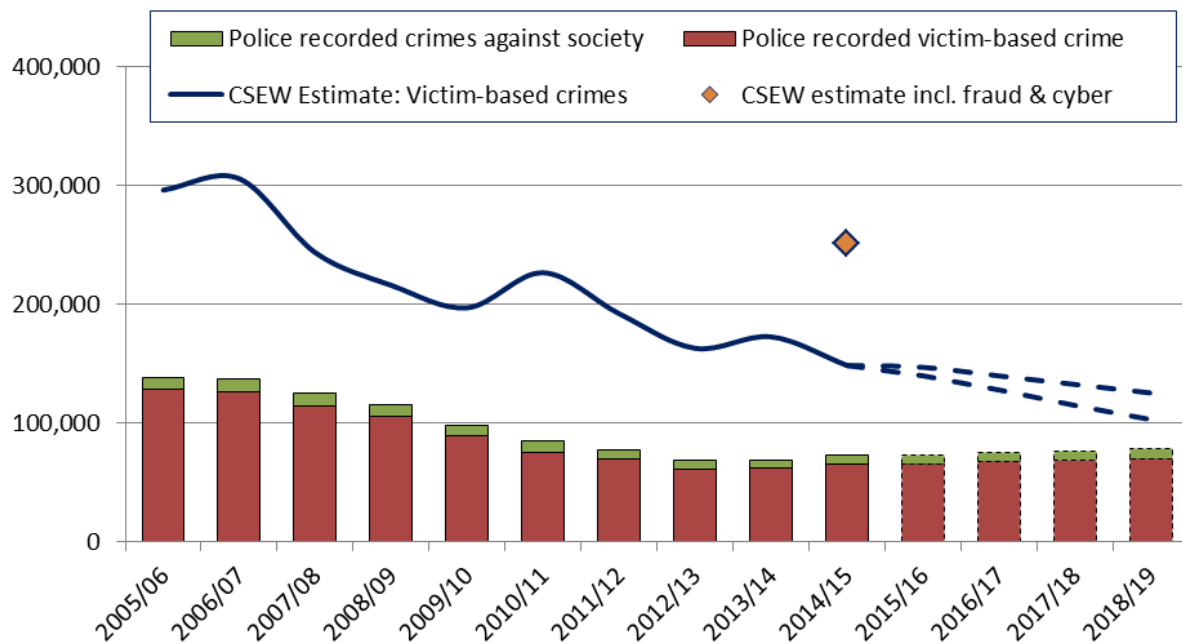
¹⁴ Local Alcohol Profiles 2015, Public Health England, <http://www.lape.org.uk/>

¹⁵ Shepherd (2014), National Violence Surveillance network, Cardiff University, Opinions and Lifestyle Survey 2013

¹⁶ Reported to have consumed in excess of 8 (males) or 6 (females) units of alcohol in the last week

¹⁷ Office for National Statistics (ONS) reported in July 2015

¹⁸ Extrapolations based on East Midlands profile



By contrast, the number of crimes recorded by Nottinghamshire Police increased by 6% in 2014/15 following long term reductions between 2003/04 and 2012/13. This marked the first annual increase since 2006/07 and has been impacted, in part, by improvements in crime recording compliance over the previous year which have been reflected nationally and acknowledged by the Office of National Statistics.

Violence against the person and sexual offences are amongst the crimes types most significantly impacted by improvements in recording compliance, while 'crimes against society'¹⁹ increased by around 11% in 2014/15 against a static national trend. This increase was largely due to a significant (40%) increase in the number of public order offences recorded.

Risk of victimisation is highest in urban centres where it is compounded by concentrated populations, social and economic deprivation, the greater prevalence of drugs and alcohol and retail and night time economy hubs. As the largest urban area within the Force and a national 'core City', Nottingham accounted for 42% of all recorded crime in the area in 2014/15, while accounting for only 28% of the area's resident population. Lifestyle factors can also significantly increase the risk of victimisation, particularly with regard to alcohol consumption and the night time economy.

Volume Demand Incidents

Nottinghamshire Police receive high volumes of additional non-crime related 'calls for service' each year which can range from calls for assistance from other agencies, checks for safety and wellbeing, environmental issues and civil matters. As agency resources diminish and demand

¹⁹ 'Crimes against society' comprise offences that do not generally have a specific victim, such as drug offences, possession of weapons and public order offences

on our services continues to change, the challenge of determining which agency is best placed to respond to these issues becomes increasingly acute.

Violent Crime

Estimates from the Crime Survey for England and Wales indicate that violent crime rates remained relatively static in 2014/15 following a long-term downward trend over the previous ten years. In contrast, Police recorded violent crime increased locally (+22%) and nationally (+21%), largely due to improvements in compliance with crime recording standards. Violent crimes also remain a critical priority for the Police and Partner agencies on account of the level of threat, risk and harm they present²⁰.

Homicides recorded by the Police in Nottinghamshire fell steadily between 2004 and 2011 in line with national trends and now average around 12 per year.²¹ Domestic homicides are relatively rare, with the 12 month average for Nottinghamshire having fallen from 3 to 1 over the previous two years.

'Violence against the person' offences recorded by the Police increased by 32% locally and 23% nationally in 2014/15, again, reflecting marked improvements in compliance with crime recording standards. This has impacted most notably on the 'violence without injury' category in which volumes have increased by 32% locally and 30% nationally. Self-reported victimisation captured via the CSEW indicates that there has been no significant change in rates of violence with or without injury over the last year nationally further supporting the explanation that the increase is due to more incidents reported being recorded as crimes.

Violence against the person offences remain heavily concentrated within the night time economy – particularly Nottingham City centre.

Knife Crime and Firearm Offences

Whilst knife-related offences have seen a 42% reduction in Nottinghamshire over the previous six years, and remains marginally higher (8%) than England and Wales average at around 550 per year, offences have seen a sharp rise since February 2015. For example, the number of incidents in July 2015 was almost double the rate in February 2015.

Possession of weapons offences recorded by the Police has increased markedly since March 2015, largely due to the number of knife and sharp instruments identified having risen by around 100 offences per year to 418 (+28%). Increases have been reflected across all local authority areas especially Nottingham City where the increase is more pronounced.

Firearms offences recorded by Nottinghamshire Police have reduced significantly over the previous six years, having fallen from a rate 41% higher than the England and Wales average in 2007/08 (270 offences) to a rate 20% below the England and Wales average in 2014/15 (76 offences). While criminal use of firearms in Nottinghamshire remains rare, the highest firearms

²⁰ Nottinghamshire Police Risk Analysis Matrix – Strategic Intelligence Assessment 2015

²¹ Based on a 3 year rolling average on account of the low volumes concerned

threat continues to relate to the use of handguns by organised crime groups involved in drug supply.

Robbery levels in Nottinghamshire have levelled off at around 1,000 per year following notable reductions between 2008/09 and 2012/13. While Police recorded robbery fell by around 13% nationally in 2014/15, this was largely due to substantial reductions in the Metropolitan Police area.

Domestic Abuse

Domestic abuse, which incorporates both recorded crimes and recorded incidents remains substantially underreported across and beyond Nottinghamshire, however, there are strong indications that the scale of underreporting is reducing rapidly. Domestic abuse crimes recorded by the Police increased by a further 5% in 2014/15; however the number of incidents recorded reduced by around 10%. The CSEW, indicates that actual prevalence of domestic abuse fell by 6.6% during the year with reductions in both non-physical abuse (emotional, financial) and use of Force.

Domestic abuse remains a critical priority for the Police and Partner agencies on account of the level of threat, risk and harm presented. While levels of recorded domestic abuse remain highest in the areas of greatest social and economic deprivation, it is widely recognised that victimisation can occur irrespective of socio-economic characteristics and have a lasting impact on those that experience it.

The scale and extent of Forced marriage and so called 'honour' based violence in Nottinghamshire remains largely unknown and changes in the way referrals to the Police are recorded has limited the ability to profile this form of victimisation at this time. These types of abuse tend to be linked to communities that do not always have confidence in reporting crimes to the Police. The flow of intelligence to the Force in these areas remains low despite additional resources having been put in place to improve the picture.

Sexual Offences

Sexual offences recorded by Nottinghamshire Police increased by a further 72% in 2014/15 to around 1,900 annually and reflect trends across all Police Forces nationally. This continues the pattern seen since 2012 in the wake of the Operation Yewtree investigations.²² Trends have also been affected by improvements in compliance with crime recording standards, direct recording of other agency referrals and likely increases in confidence to report victimisation in light of the increased national profile. The Crime Survey for England and Wales indicates that there has been no significant change in self-reported levels of sexual assault nationally over the last ten years.

Offences of this nature often involve violence where the victim can be left traumatised, physically and psychologically violated and, in some cases, seriously injured. Sexual offences remain a

²² The 'Yewtree Effect' in the wake of investigations connected to Jimmy Saville (HMIC's 2013 report 'Mistakes were made')

critical priority for the Police and Partner agencies on account of the level of threat, risk and harm they present.

Hate Crime

While trends in hate crime are difficult to determine, the Crime Survey for England and Wales²³ indicates that levels of severity of hate crime have declined markedly since 2007-09, particularly with regard to violent hate crime. While the proportion of victims reporting serious violence has reduced, minor assault or vandalism now account for around two thirds of self-reported hate crimes nationally. The risk of hate-related abuse being suffered on-line through media such as Twitter and Facebook remains high on account of the increasing levels of communication facilitated on-line.

Levels of hate crime recorded by the Police in Nottinghamshire have increased by around 6% over the last year, with hate crimes having risen by 19% and hate incidents having reduced by around 7% - again impacted in part by improvements in crime recording compliance. The proportion of reported hate crimes which were repeats has increased from 8% to 10% in the last year, and to 14% in the City. Local studies²⁴ indicate that only between 13% and 34% of incidents are ever reported to the Police.

Racially aggravated hate crimes and incidents recorded by the Police in Nottinghamshire have been rising steadily since 2013 and increased by 3% in 2014/15. Race remains the most commonly reported motivating factor in cases of hate crime, with factors such as the profile of extreme right wing ideologies in response to debates on immigration policy and financial austerity having potential to impact on the prevalence of this type of hate crime.

The 2015 Nottinghamshire Resident Survey found that while 48% of those surveyed felt that people from different ethnic backgrounds get along well together in the area, marking a 3% reduction on 2014. Perceptions also varied significantly by area, from 31% in Mansfield to around 60% in Broxtowe and Gedling.

Religion / faith related crimes and incidents recorded by Police reduced by 19% in 2014/15, with reductions seen across both crimes and incidents. There are indications that the risk of Islamophobia and anti-Semitic hate crime is increasing nationally against a backdrop of heightened concerns regarding terrorism and radicalisation, particularly in light of the Paris attacks in November 2015.

National victimisation surveys²⁵ indicate that homophobic and transphobic hate crime has declined significantly over recent years. This has been coupled with improvements in the way this form of hate crime is tackled in the workplace, schools and other institutions, and wider societal change such as the introduction of civil marriage for same sex couples in 2014. Police

²³ Overview of Hate Crime in England and Wales, December 2013, ONS and MOJ

²⁴ 'No Place For Hate' 2014

²⁵ Homophobic Hate Crime: The Gay British Crime Survey 2013, Stonewall. The Teacher's Report 2014, Stonewall

recorded homophobic and transphobic hate crime and incidents, however, increased by around 11% in 2014/15 again, due in part to improvements in recording and reporting practices.

Disability hate crime maintains a high profile nationally in recognition of the extent to which this form of crime is underreported. The Crime Survey of England and Wales indicates that only around 3% of all incidents are reported and recorded by the Police. The number of crimes and incidents recorded in Nottinghamshire increased from 115 to 139 (21%) in 2014/15 as awareness, reporting and recording of the issue have improved

Cyber Crime

Cybercrimes²⁶ currently account for around 2% of all crime recorded by the Police²⁷, however this does not include the cyber-enabled offending such as harassment, 'malicious communications' and sexual offences committed or facilitated on-line and becoming increasingly prevalent factor in reported crime. Extrapolations based on the CSEW field trials which were reported for the first time in October 2015 indicate that at least 49,300 pure cybercrimes (such as hacking, computer viruses and denial of service attacks) are likely to have occurred in Nottinghamshire over the previous year involving over 43,000 victims. The majority of these cases are likely to have involved computer viruses (83%). it should be recognised that these estimates are still likely to underestimate the true extent of victimisation on account of some victims not being aware that they have been targeted.

Personally-directed cyber-enabled crimes such as cyber-bullying, on-line stalking and harassment, hate crime, 'sexting' and sexual exploitation recorded by Police continue to increase. Increases in on-line activity, including anonymous dating and webcam-based social media, continue to present new opportunities for offending.

These offences can have a deeply traumatic impact on victims, particularly repeat victims and those with mental health needs or other vulnerabilities. While there is strong evidence to suggest that awareness and reporting of these issues is increasing, the introduction of 'malicious communications', 'engaging in sexual communication with a child' and 'revenge porn' as notifiable offences in 2015 is also likely to result in a greater number of offences being captured by Police and improvements in the local and national intelligence picture.

Acquisitive Crimes

Acquisitive crimes continue to represent around 50% of all Police recorded crime in the area.

'Theft from person' offences recorded by the Police fell by 20% both locally and nationally and by 21% via the CSEW in 2014/15. This continues a general downward trend following a peak in offending in 2012/13 and is thought to be associated with improvements in smart phone security features and prevention²⁸.

²⁶ ACPO Cybercrime Strategy 2009 defines cybercrime as "the use of networked computers or internet technology to commit or facilitate the commission of crime

²⁷ Based on the search used for the Home Office Annual Data Return for Cyber Crime,

²⁸ Crime in England and Wales, Year Ending March 2015, ONS

Vehicle crimes (thefts of and from vehicles) recorded by Police in Nottinghamshire fell by a further 2% locally and 6% nationally in 2014/15, continuing the long-term downward trend seen since the 1990's.

Vehicle Interference recorded by Nottinghamshire Police, however, increased by around 600 crimes to a rate nearly three times higher than in 2013/14. This is likely to reflect improvements in crime recording compliance²⁹.

Although relatively low in volume, there is a continued trend in offenders breaking into houses in order to steal car keys for the purpose of stealing vehicles. This offending is often linked to more organised criminality.

Burglary offences recorded by Nottinghamshire Police fell by around 3% in 2014/15, with domestic burglary falling by a further 9% locally and 7% nationally. This continues a long-term downward trend seen since the mid-1990s; however rates of reduction have plateaued in Nottinghamshire over recent years, following marked reductions between 2008/09 and 2011/12 Shoplifting

Shoplifting offences recorded by Police in Nottinghamshire increased by a further 4% in 2014/15, continuing the trend seen since 2010/11. This may in part be due to improvements in reporting levels as indicated by the national Commercial Victimisation Survey (CVS)³⁰. While the British Retail Consortium (BRC) reported a 4% reduction in levels of shoplifting experienced by the retailers surveyed nationally, it also found average values of in-store theft to have increased from around £177 to £241 in 2014.

Antisocial Behaviour (ASB)

ASB remains the most common community safety issue affecting residents of Nottinghamshire and remains heavily concentrated in City and town centres, correlating with concentrations in violent crime and criminal damage in the night time economy.

The CSEW indicates that the likelihood of adults witnessing or experiencing ASB in Nottinghamshire was comparable to the national average in 2014/15 at around 28% of all adults. Based on these findings, it can be estimated that around 251,000 residents are likely to have experienced ASB in some form over the last year, with levels having fallen steadily over recent years in line with national trends.

ASB incidents recorded by Nottinghamshire Police increased by 9% in 2014/15 bringing the rate of incidents in line with the national average. Increases were largely driven by a rise in reported 'nuisance' ASB (+12%) – affected, in part, by changes in arrangements for recording local authority ASB cases out of hours in the City via the 101 non-emergency number. Despite this, ASB is on course for a reduction of 38.5% by the end of 2015/16 compared to 2011/12 baseline.

²⁹ Offences are now being investigated by the Force Telephone Investigation Bureau (TIB)

³⁰ Commercial Victimisation Survey indicates that the proportion of thefts by customers that go on to be reported to the police increased at a national level from 41% in 2012 to 44% in 2014

The number of recorded criminal damage and arson offences increased by 2% in 2014/15. However, there are clear indications that the rise has not been sustained in 2015/16.

The Crime Survey for England and Wales indicates that experience of drink-related ASB is significantly and consistently less widespread in Nottinghamshire than the national average, with only 5.3% reporting this to be a local issue compared to 9.8% across England and Wales.

Alcohol-related ASB is primarily concentrated in the night time economy areas, particularly Nottingham City centre. These incidents display clear weekly and seasonal patterns, which peak on Friday and Saturday nights, summer periods, bank holidays and during major sporting events. The profile of night time economy-related ASB is well understood, allowing for more targeted preventative intervention. Despite these significant concentrations, self-reported experience of drink-related ASB has shown year on year reductions since 2012/13, having fallen from 7.8% to 5.3% of adults stating that they have witnessed or experienced this form of ASB in the last year.

Road Safety

The number of people killed or seriously injured (KSI's) on the roads in Nottinghamshire continues to fall, having reduced by a further 15.5% in January to March 2015 compared to the same period the previous year. The total number of collisions reported is also reduced by 14.8%, equating to over 100 fewer accidents.

Risk of harm is also falling across almost all vulnerable road user categories with the exception of pedal cyclists killed or seriously injured. Despite these reductions, fatalities and injuries on the roads of Nottinghamshire continue to be a concern for the police, the public and other agencies.

Public Order, Extremism and Counter Terrorism

Protest activity within the area is predominantly low key and lawful, however a range of factors continue to present potential triggers for violence, disorder and extremist activity. These primarily comprise of political and economic triggers linked to extreme Right Wing activity and activism in response to Government austerity measures, spending and employment matters.

Nottinghamshire has not identified any local groups directly linked to domestic extremism, however, there are highly organised and sophisticated groups nationally and internationally who could have a potential impact locally. Public order offences recorded by the police saw a marked (40%) increase in 2014/15 – again, largely due to the impact of improved recording practices on low level offences such as affray and threats of violence.

The current International Terrorism Threat is assessed as severe – meaning that a terrorist attack is highly likely. There is also clear evidence that the national and international threat level continues to increase, particularly in the wake of the Paris 2015 attacks and increased intelligence relating to attempted attacks within the UK and Europe³¹. International tensions, particularly in Syria and Iraq, are increasing the risk of attacks against the West, alongside on-going threats relating to Al-Qaeda aligned ideology. The majority of individuals reportedly

³¹ MI5 Director General Andrew Parker 17th September 2015 - <http://www.bbc.co.uk/programmes/p032qcgm> - Seven known attempted incidents identified and tackled nationally over the previous 12 months.

indicating an extremist mind-set are doing so in relation to ISIL and on-going conflicts. Nottinghamshire has not identified any local groups directly linked to terrorism, however, there are highly organised and sophisticated groups nationally and internationally who could have a potential impact locally.

The threat of spontaneous volatile extremism from 'lone actors' remains high as does the risk of radicalisation amongst vulnerable individuals and marginalised groups, such as those in prison and disengaged young people. There is also a growing trend in there being a cyber/online element to the investigations, primarily involving individuals using apps and forums as a method of communication.

The risk of social and cultural pressures amongst individuals to live lifestyles that could leave them under increased threat of radicalisation remains a significant concern locally.

Individuals from the East Midlands region, some of whom are socially isolated and vulnerable, are known to have travelled or expressed a desire to travel to support ISIL (Islamic State in Iraq and the Levant) in Syria.

Early identification of these individuals is vital to ensure safeguarding and investigative opportunities are realised, with many having safeguarding and/or underlying mental health issues.

4.4 Changing Patterns of Victimisation

Victim Satisfaction

Satisfaction amongst victims of crime surveyed as part of the Home Office mandated victims survey has remained significantly higher than that of other comparable Police forces over recent years, with around 85% feeling satisfied with whole experience and action taken, 97% feeling satisfied with ease of contact and 95% feeling satisfied with the way they were treated. Reflecting national trends, satisfaction with follow-up has shown a steady deteriorating trend over the last year, having fallen from 80% in June 2014 to 77%. Deterioration in satisfaction amongst victims of vehicle crime has in part impacted upon this trend, with a clear disparity between levels in the City (83.8%) and County (86.6%).

Risk of Victimisation

Findings from the Crime Survey for England and Wales indicate that the risk of being the victim of crime in Nottinghamshire (16.3%) is falling and has since 2011 been steadily converging with the average for England and Wales (15.3%). Reductions in risk, severity and impact of crime, however, are not evenly distributed across the population and can vary significantly by location, personal characteristics, lifestyle and living circumstances.

Black and Minority Ethnic (BME) communities are over represented in terms of crime victimisation. It should also be noted, however, that rates of BME victimisation can also be skewed by a higher proportion of BME communities residing in urban areas.

Research studies have consistently demonstrated³² that people with severe mental health conditions are significantly more likely to be a victim of crime, including violent crime, be more vulnerable to repeat victimisation and be more likely to be victimised by someone they know. A Street Triage pilot conducted by Nottinghamshire Police in 2014 revealed that around 7 mental health related incidents were being resourced per day.

People with complex needs such as drug, alcohol or mental health issues continue to be at higher than average risk of victimisation. Research conducted by Mind indicates that around 71% of people with mental health problems have been victimised in circumstances that they perceive to be related to their mental condition – a figure which rises to 90% amongst those in local authority housing.

Young people are also at disproportionately high risk of experiencing most crime types, including serious crime. Those aged 18 to 24 account for a high proportion of Police recorded victims of crime and only 11% of the resident population. The CSEW has reported nationally that around 12% of children aged 10 to 15 are victims of crime each year – a proportion which has remained relatively stable over the last three years. While young people remain disproportionately affected by violent crime, both the CSEW and Violence and Society Research Group at Cardiff University estimate that levels of violent crime experienced by 10 to 17 year olds has fallen by between 16% and 18% in the last year.

Student populations are at a disproportionately higher risk of victimisation, including violent crime and burglary. This can be affected by a range of factors, including lifestyle, population density and living circumstances.

Hidden Harm

A significant proportion of crime and ASB goes unreported to the police and other agencies. The reasons range from incidents being perceived as too trivial, not recognising the fact that they have been victimised, feelings that nothing could or would be done, feeling afraid of the consequences of reporting or feeling embarrassed, ashamed or that they will not be believed or taken seriously.

Evidence suggests that personally targeted offences such as domestic and sexual abuse, exploitation and hate crime remain substantially under-reported and, as such, the true extent of victimisation remains unknown. It is these and other areas of 'hidden harm' that present the greatest safeguarding risk to vulnerable victims. Those least likely to report their victimisation include:-

- BME communities, particularly where there are language or cultural barriers
- Male victims of personally targeted abuse, including victims of domestic and sexual violence

³² Victim Support, Mind and three Universities in London: At risk, yet dismissed: The criminal victimisation of people with mental health problems, 2013, Victim Support, Mind, St Georges, London and Kingston University, Kings College London and University College London.

- Young people who are more likely to feel that they will not be believed, fear of retaliation or a lack of awareness of the services available³³
- People with mental health conditions³⁴
- Larger businesses who may be more inclined to absorb losses from low level offending or wish to minimise the reputational impact of cyber crime

Modern Slavery / Human Trafficking

Local and national evidence is emerging of new patterns of offending in the UK by domestic and foreign nationals – particularly East Europeans who are lured to the UK by promises of profitable employment only to find their identity papers stolen and being compelled to work long hours for minimal rewards.³⁵ Modern slavery was introduced as a notifiable offence in April 2015 with a small number of cases being identified and recorded during the year. Levels of identified modern slavery offences are expected to increase further over the coming year as a result of proactive local activity, improvements in awareness and the increasing national profile of the issue. Offences are rarely carried out in isolation and are often linked with individuals who are involved in a range of other serious and organised crimes. The hidden nature of this offending and impact on victims who rarely recognise themselves as such has resulted in an increased impetus to improve understanding, awareness and response to this issue at both a local and national level.

Child Sexual Exploitation (CSE)

Children and young adult Child Sexual Exploitation offences recorded by Nottinghamshire police increased from 262 in 2013/14 to 605 in 2014/15 (+131%), driven in part by improvements in recording, identification, investigation and confidence to report victimisation.

Risk of CSE is often compounded by vulnerabilities such as mental health needs, drug or alcohol misuse and wider issues of social exclusion, with those experiencing abuse often not recognising themselves as victims. The use of technology is often a factor in these cases with social media often providing opportunities for offenders to make contact and groom children.

Furthermore, the National Crime Agency have highlighted an emerging trend of live streaming of child abuse for payment and the increased use of the 'hidden web' to disseminate indecent images of children. Investigations of this nature are typically highly complex and resource intensive, often with multiple interconnected victims and perpetrators. The scale and impact of this threat has led to CSE being identified as a national policing priority.

Female Genital Mutilation (FGM)

There have been no FGM-related prosecutions within Nottinghamshire to date, however the number of cases coming to the attention of the Police has increased from 1 in 2013/14 to 15 in

³³ Findings from the CSEW 2012 indicate that while only 15% of 10 to 17 year olds report crime to the police, around 60% report incidents to teachers

³⁴ Research conducted by the mental health charity Mind indicates that around 30% of self-reported victims told no one about what had happened

³⁵ Strategic Assessment 2015/16 – Nottingham Crime and Drugs Partnership

2014/15. The majority of reported cases are identified as a result of medical complications, indicating that the true extent of victimisation is likely to be significantly higher. Communities predominantly affected by this practice include those of Somali, Sudanese and Sierra Leonean / West African descent.

HMIC's inspection of the Police service's response to crimes of 'honour'-based violence, forced marriage and female genital mutilation in 2015 found that Nottinghamshire, like most police forces nationally was adequately prepared to tackle these crimes in terms of leadership, governance, awareness and understanding and protection available to victims, but lacked the capacity to effectively investigate these crimes, work in partnership to identify and manage those at risk and close cases in a victim centred and timely way.

Rural Crime

Rural crime by its nature impacts predominantly on the rural communities of Bassetlaw, Newark and Sherwood, but also rural villages in Mansfield, Rushcliffe and Gedling. Offences predominantly comprise theft and vandalism, but can also include wildlife crime, heritage crime and anything else that affects the non-urban residents of Nottinghamshire. Offences of this nature can have a significant impact upon the local environment and livelihoods of their victims in these areas.

Although only comprising around 1% of all crime recorded within the Nottinghamshire, the number of crimes recorded in rural areas has increased by around 8% in the last year – largely driven by increases in criminal damage (+17%), vehicle theft (+45%), burglary (+9%) and other theft offences (+9%).

By contrast, the Home Office Commercial Victimisation survey indicates that the proportion of local agriculture, forestry and fishing premises experiencing crime in the region fell by around 15% between 2013 and 2014, while the 2015 Rural Crime Survey (NFU) also reported the overall cost of rural crime to have fallen by around 15% nationally since its peak in 2013. While the survey found tractor theft to be in continued decline as a result of improvements in inbuilt security and insurance discounts, the survey did identify a significant rise in the theft of quad bikes nationally.

The NFU survey also indicates that rural crime continues to become more sophisticated, while offences such as theft of livestock are being increasingly targeted at the most vulnerable communities. Offenders in Nottinghamshire are thought to operate across borders into neighbouring Forces, which means collaborative working is required to properly address the risk.

Business Crime

The Commercial Victimisation Survey (CVS) indicates that crimes against businesses continue to fall in the area, having reduced by a further 21% between 2013 and 2014. Reductions were most notable in the categories of fraud (-42%), theft by customers (-33%) and burglary (-32%). Self-reported incidents of on-line crime against businesses also fell by around 19% in 2014, largely due to a reduction in successful computer virus attacks (-24%). Crimes against businesses and shoplifting offences recorded by Nottinghamshire Police, meanwhile, increased

by around 5% and 4% respectively in 2014/15, continuing the upward trend seen since 2010/11. Shoplifting now accounts for around 11% of all recorded crimes.

4.5 Changing Patterns of Offending

Substance Misuse

Substance misuse remains a significant factor linked to offending. The proportion of new receptions to HMP Nottingham Prison that are identified as having a substance misuse problem (28%) is considerably greater than the general population (5.5%). The prevalence of Synthetic Cannabinoids (Spice) is also increasing and remains high within prison establishments where its use is becoming increasingly difficult to manage and linked to a rise in violence amongst inmates. The on-going risks associated with addiction and release into the community is likely to result in an increased demand for these substances.

There are risks, however, that the recent increase in the purity of and treatment presentations for heroin and crack cocaine will impact upon the nature and prevalence of acquisitive crime over the coming year.

Offender Management

Prolific offending has been in steady decline at a local and national level over recent years, due in part to improvements in the management of prolific offenders, reductions in problematic drug use and a multi-agency focus on tackling factors most commonly linked to their offending. The number of prolific offenders being managed statutorily through the Integrated Offender Management Programme is relatively evenly split across the City and County. Prolific offenders are more likely to exhibit needs relating to relationships, thinking and behaviour, alcohol and drug misuse. It has been recognised that housing services are also increasingly unable to meet the growing demand and complex needs of offenders as a result of limited resources and the impact of changes in housing legislation and benefits.

The number of MAPPA³⁶ eligible individuals identified with complex needs has been increasing over recent years. There were 1,511 MAPPA-eligible offenders in Nottinghamshire at the end of March 2015, marking a 12% increase on the previous year. While the number of Registered Sex Offenders remained relatively static at around 1,024, the number of violent offenders being managed locally via the MAPPA process increased by almost 50% to 487.

National evidence³⁷ indicates that the average age of perpetrators of sexual offending is getting younger.

Organised Criminality

A number of organised crime groups (OCGs) continue to be actively monitored and targeted across Nottinghamshire on account of the risk they present to local communities. OCGs affect

³⁶ Multi-agency public protection arrangements (MAPPA)

³⁷ Child Exploitation and Online Protection Agency (CEOP)

multiple many communities across Nottinghamshire and beyond and their criminal activities are often well known and feared within those communities. While the number of OCGs subject to monitoring has increased over the last year, the number of OCGs assessed as 'High Risk' has fallen by almost a third. Known groups are relatively evenly distributed between the City and County areas; however larger groups are more commonly based in the City.

OCG activity can be diverse in scope and geographic coverage. Offences can include drug supply, human trafficking, and organised illegal immigration, grooming and sexual exploitation of children and young girls and economic crime such as high value fraud. Investigations are often highly complex and resource intensive, requiring new investigative skills and techniques.

There are indications that the resilience of local organised crime groups may be increasing as traditional communication methods, such as mobile phone networks, are being replaced by online communications which present investigatory challenges. There has also been evidence of OCGs interacting to achieve common aims, although disputes between OCGs still occur and can lead to an escalated risk of serious violence and retribution taking place - sometimes in public areas.

Cyber criminals operate across international borders and the UK is threatened from many locations in many countries, which makes it extremely complicated to tackle. The increasing globalisation of fraud, in particular, continues with much of it driven by enhanced communications infrastructure, in particular the increased availability of high speed internet access and low levels of regulation and law enforcement capabilities in some countries. Cyber criminals are organised, highly skilled and increasingly numerous and there is a recognised need to promote greater understanding of the threat and equip law enforcement agencies with the skills and capability to respond effectively.

Urban Street Gangs (USGs)³⁸

USGs are generally more visible at a local level than higher tier organised crime groups but there are often connections between in that urban gang members may engage in street drug dealing on behalf of organised criminals and aspire to become organised crime groups in their own right.

USGs have a noticeable presence within the communities they affect and therefore have the potential to cause community harm. The threat from USGs is closely connected to tensions, threats of violence and retribution between rival groups and individuals which can manifest in serious violence, sometimes involving the use of firearms.

4.6 Public Perception and Community Engagement

In addition to the information contained in the following sections a report has been produced which consolidates findings from local consultation and engagement activity during 2015 to inform precept setting, planning and policy making for 2016/17 and beyond.³⁹

³⁸ There is a distinction between OCGs and USGs, the differences are primarily about the level of criminality, organisation, planning and control - Home Office (2011) Ending Gang and youth Violence

³⁹ [Nottinghamshire Police and Crime Plan Priorities and Budget Consultation 2015/16](#)

Neighbourhood Perceptions

Nottinghamshire's Annual Satisfaction Survey 2015 found that around 82% of residents in the County feeling very or fairly satisfied with their area as a place to live – a figure that has been increasing steadily over the previous two years. Average satisfaction can vary, however, from around 74% in Ashfield to 93% in Newark and Sherwood.

The CSEW indicates that the percentage of residents perceiving ASB to be a very or fairly big problem in Nottinghamshire has remained relatively static over the previous three years at around 8% and marginally below the England and Wales average of 10%. Within this category, however, the perception that drug use and dealing is a problem⁴⁰ (20%) and teenagers hanging around are a problem (13%) have been falling steadily over the previous two years, reflecting national trends.

Perceptions that rubbish and litter (34%), people being drunk or rowdy in public (16%) and noisy neighbours⁴¹ (12%) are a problem in the area, however, have shown a steady upward trend over the previous year. Furthermore, the perception that rubbish and litter is a problem in the area remains notably higher than the England and Wales average of 27%.

Community Cohesion

Nottingham's⁴² Strategic Assessment 2015 highlights that while Nottingham is generally a city where people get on, 'specific challenges exist in regard to East European migration that has seen the emergence of new communities with little or no community infrastructure to support integration or to assist with individual or community problems'. In Nottinghamshire, just under half of residents consulted (48%) via the Resident Survey feel that their area is a place where people from different ethnic backgrounds get on well together. Given the lower levels of ethnic diversity, around 32% feel that either they do not know whether people from different ethnic backgrounds get on well or there is not enough ethnic diversity in their local area to be able to comment.

Feelings of Safety

Around 74% of residents in the County report feeling safe in the area that they live after dark; however this was markedly lower in Ashfield (68%) and Bassetlaw (68%) and amongst disabled respondents and people aged 75 and over (62%). By contrast, feelings of safety after dark are generally highest in the Newark and Sherwood area (84%). The majority of respondents to the County satisfaction survey feel safe in their local area by day (95%) and when home alone at night (89%), marking no significant change on previous years.

In the City, 73% of residents surveyed in December 2015, reported feeling safe in the area that they live after dark which is higher than 2014 when it was 71%; however this was markedly lower in the City Centre where 51.1% feel very or fairly safe walking alone in the City Centre when its dark compared to 54.8% in 2014.

⁴⁰ Trend also reflected via the Nottinghamshire Annual Satisfaction Survey

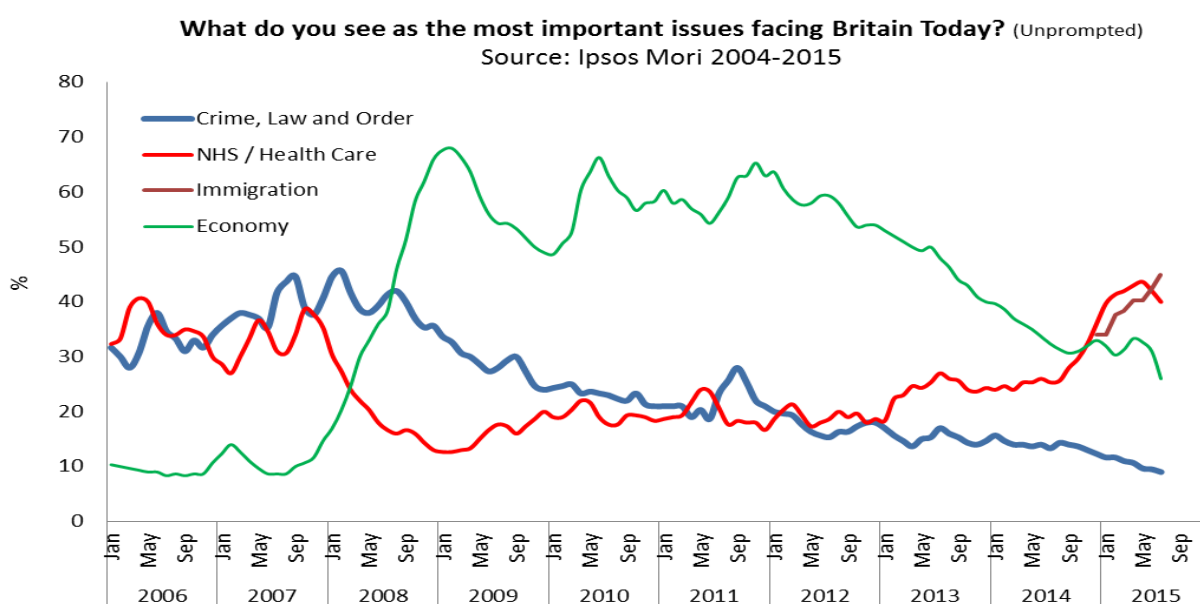
⁴¹ Trend also reflected via the Nottinghamshire Annual Satisfaction Survey

⁴² Nottingham Crime and Drugs Partnership

Public Priorities and Focus Groups

National longitudinal surveys of public opinion indicate that the extent to which the general public feel crime, law and order are important issues facing Britain has deteriorated significantly since 2008, while concerns regarding NHS / Health care and Immigration have been rising markedly since 2013. It should be noted, however, that increased national debate regarding the UK's policing capacity and capability - particularly in light of the November 2015 Paris attacks – is likely to have a marked impact upon this trend.

The chart below produced from Ipsos Mori data (2004 to 2015) shows this trend and on face value appears to correlate with the falling crime levels reported at [section 4.3](#) above.



Despite 'Crime, Law and Order' reducing as the most important issue since January 2008, local⁴³ and national⁴⁴ analyses have found that the public's expectation of the Police service has not changed significantly over time.

Focus Group Consultation

Focus group activity was undertaken by Nottinghamshire Police during 2015. The main findings identified as being important to local communities within Nottinghamshire were:

- Visibility of Policing seen as a high priority - participants felt that such visibility would act as a deterrent.
- CCTV - In circumstances where there wasn't the availability of officers to visibly patrol, participants felt that should be utilised/increased in order to continue the deterrent effect.

⁴³ Police and Crime Plan Priorities and Precept – Consultation Report, December 2015, Nottinghamshire Police

⁴⁴ 'Engaging Communities in Fighting Crime' report, Louise Casey, 2008

- Funding - participants would contribute more towards policing on the proviso that there was transparency in where the additional funding was spent and it was to support 'front line policing'.
- Regionalisation and collaborative working - was seen as an efficient way of working with a view to reducing hierarchy and senior managers.
- Increased utilisation of technology - investment in technology was deemed to be efficient if it could be demonstrated that such investment would save money and reduce bureaucracy in the long term.
- Focus should be - on the requirement to respond to vulnerable victims of crime; focus on violent crime and domestic abuse; dealing with repeat crimes and anti-social behaviour; manage substance misuse; prioritise serious & organised crime and cyber-crime.

County and City Surveys

In addition, to the findings reported above, participants surveyed during November and December 2015, in both City and County reported the following to be priorities:

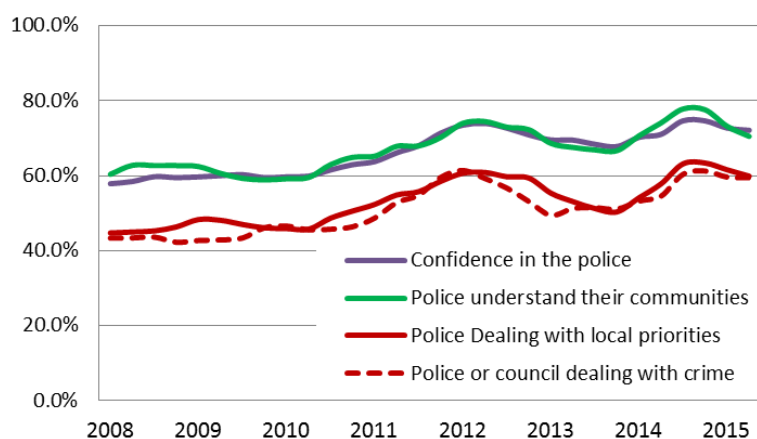
- Appropriate Response - Provide a timely response to requests for service and be accessible and attend when needed.
- Protecting, supporting and responding to victims, witnesses and vulnerable people - was identified as the most important priority for the Commissioner (County, 36% and City 41%).
- In terms of crime types, Nottingham City's annual Respect survey⁴⁵ has consistently identified burglary as the most highly ranked crime-related concern (35% of respondents), followed by alcohol-related violence and disorder (16%). This is despite burglary reducing significantly during the year.
- Funding – of the 1,552 participants surveyed in the County, and 1,081 in the City, 36.7% (County) and 49% (City) said they would be prepared to pay more towards policing. A further 19.3% (County) and 19% (City) said they may or were not sure. A minority of respondents (County, 44% and City, 32%) said they were not prepared to pay more toward policing. These findings correlate to the Focus Group reported above.

Trust and Confidence

The Crime Survey for England and Wales indicates that public confidence in the Police in Nottinghamshire has been rising steadily since 2010, reaching the highest level ever recorded during 2014 (75%) and narrowing the gap between Nottinghamshire and the average for England and Wales (75%). This is despite increases in recording crime levels in the last few years. The chart below illustrates the trend.

⁴⁵ Over 2,500 responses via a random sampling methodology

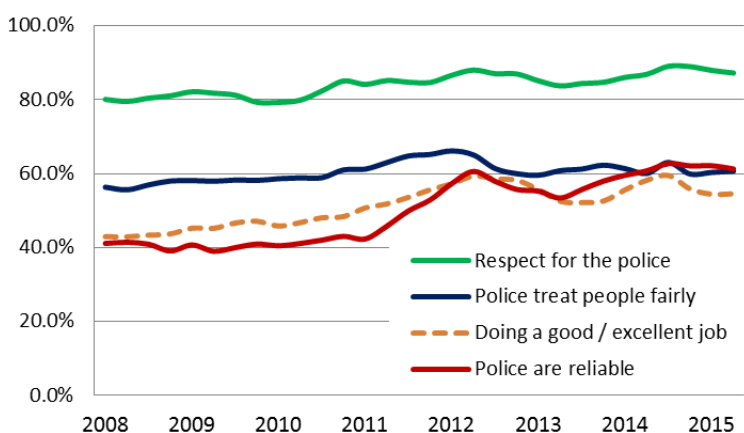
Nottinghamshire – Indicators of Public Perception: CSEW 2008-2015



As seen in the Chart (left), the proportion of residents feeling that the Police understand their communities has followed a similar upward trend and is now also in line with the England and Wales average at around 70%.

In addition, the proportion of residents feeling Police treat people fairly as seen in the

lower Chart (61%) or are doing a good or excellent job (55%) has, however, plateaued since 2012 and remain lower than the national averages of 66% and 62% respectively.



Police Complaints

The number of complaints made against the Police in Nottinghamshire has increased over the previous year and remain higher than the England and Wales average per 1,000 population. This is considered to be in part a reflection of the improvements made in recording practices and processes over the previous year.

Direct Consultation and Engagement by Commissioner and Deputy

Throughout the year, the Commissioner and his Deputy have listened to Partners, stakeholders, communities and most importantly many victims of crime. They have learned of their concerns and have sought to better understand how improvements can be made. 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 third year of delivering his Police and Crime Plan.

Some engagement activities include:

- Consulting with the Chairs of Strategic Partnerships
- Walkabouts - in high crime areas across the City and the County
- Public Stakeholder Forums
- Monthly engagement with the Commissioner's BME Steering Group

- The Commissioner's website
- Commissioned focus groups
- Personal Meetings with Members of the Public and Stakeholders
- Police User Satisfaction Survey
- Crime Survey for England and Wales
- Neighbourhood Satisfaction Surveys
- Annual Residents Survey (Nottinghamshire County Council)
- Respect Survey (Nottingham City Council / Nottingham Crime and Drugs Partnership)
- Neighbourhood Priority Surveys (Nottinghamshire Police)
- Social Media (run through Corporate Communications)
- Face to Face and Public Engagements - (through Corporate Communications and also Neighbourhood Policing.)

Consultation and engagement with stakeholders and members of the public helps inform the Commissioner's priorities and activities to be delivered in his Police and Crime Plan. Crime figures and reported incidents alone cannot be the sole basis upon which resources are deployed.

Summer and Winter Events

During the summer and winter each year the Commissioner his Deputy and staff hold a number of events and make direct contact with the general public e.g. the Emergency Services, Pride, Caribbean carnival, the Newark Show and events held at key shopping centres. Members of the public were asked to complete a short questionnaire which asked four specific questions one concerning funding. For example, of the 593 questionnaires completed 44% felt that they would be prepared to pay more than £134.54 a year towards policing, only 20% would not be prepared to pay more and 36% were unsure. These findings are similar to the results obtained in the City and County surveys already reported.

The Commissioner has taken into account all of the findings arising from perception and satisfaction surveys and other consultation into consideration and where possible has included activities in his Delivery Plan shown as **Appendix B**.

5 Partnership Priorities

The Police Reform and Social Responsibility Act 2011⁴⁶ 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.

⁴⁶ Police Reform and Social Responsibility Act 2011

5.1 Nottingham Crime and Drugs Partnership (CDP) Priorities

Locally the Force is innovative in how it works with the City Council, through joint management of council employees, officers and police staff to tackle anti-social behaviour and prevent crime. The CDP priorities are to tackle:

- Violence (including Domestic Violence, 'Other' Violence and Night Time Economy Violence)
- Sexual Offences
- Serious and Organised Crime (including Ending Gang and Youth Violence and Weapon Enabled Offences)
- Burglary
- Drug and Alcohol Misuse
- Anti-Social Behaviour

The CDP will focus on:

- High Impact Neighbourhoods. (These are the priority problem places, premises and people for partnership focus through locality working and problem solving).
- The CDP will also monitor Hate Crime through the existing arrangements in the City. This will enable the Board to be sighted on concerns and issues on a regular basis and to consider where the Board can add value as required.

5.2 Safer Nottinghamshire Board (SNB) Priorities

The SNB priorities are to tackle:

- Vulnerable localities
- Vulnerable people (and the two are strongly correlated)
- Hate crime (including work around preventing violent extremism)
- Domestic and Sexual abuse
- Serious and/or organised crime (including some work around CSE)
- Substance misuse

The SNB will focus on:

Developing strategic approaches to those areas and issues within the County that present the greatest threat, harm and risk, clustered around the headings listed above. Aligned to this will be improved working within targeted areas of the County, building on the outcomes of the review of Partnership Plus Areas, including more effective locality working. Whenever possible, a preventative approach will be adopted, tackling issues as early as possible.

6 Strategic Policing Requirement (SPR)

There are some aspects of policing that require a national response, balancing between localism and national requirements. The Strategic Policing Requirement (SPR), sets out the national threats and the appropriate national policing capabilities that are required to counter those threats.⁴⁷ The Commissioner and the Chief Constable are required to have due regard to the SPR.⁴⁸

The Commissioner is required to have regard to this SPR when issuing or varying his Police and Crime Plan. He must keep his plan under review in light of any changes made to the SPR by the Home Secretary. The Chief Constable must have regard to both the Police and Crime Plan and the SPR when exercising his function and the Commissioner will hold him to account for doing so. The following threats are identified as:

- Terrorism
- Serious and Organised Crime (which demand a national coordinated response)
- A National Cyber Security Incident
- Threats to public order or public safety (involving more than one force)
- Civil emergencies (that require an aggregated response across police force boundaries)
- Child sexual abuse (if it is a threat of national importance)

7 Delivering Our Strategic Priorities

Victimisation surveys indicate that the overall prevalence of crime and ASB continues to fall across Nottinghamshire and is forecast to fall further over the next four years. Despite this trend, the level of violent crime, safeguarding and 'hidden harm' being captured by the Police is increasing significantly. This increase in what can be highly resource intensive demand is largely due to improvements in risk management processes, compliance with crime recording standards, greater Police and Partnership pro-activity and increasing levels of identified complex need.

Fraud and pure cybercrime (such as hacking and computer viruses) could account for a further 69% of crime, which until 2015 had not been captured via national self-victimisation surveys. While overall levels of acquisitive crime are in decline, recorded shoplifting offences have been increasing steadily over the previous two years, while theft offences in rural areas of County are also increasing.

There are indications that the risks associated with problematic drug use (prevalence and purity) may be increasing and have the potential to impact upon acquisitive crime levels in the area. New Psychoactive Substances (NPS) remain readily accessible locally and online and while use is increasing and while little is known about the risks they present to local communities present,

⁴⁷ Section 77 of the Police Reform and Social Responsibility Act 2011 requires the Home Secretary to issue a strategic policing requirement.

⁴⁸ https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/417116/The_Strategic_Policing_Requirement.pdf

synthetic cannabinoids remain a problematic driver of violent and erratic behaviour within local prison establishments. Alcohol also remains a significant factor linked to anti-social behaviour, violent crime, vulnerability and long term health risks.

Personally targeted cyber-enabled crimes experienced or facilitated on-line represent one of the fastest growing areas of identified vulnerability. Although evidence suggests that the levels of hidden harm being identified are increasing, domestic, sexual and other personally targeted abuse, including Child Sexual Exploitation (CSE) and Modern Slavery continue to present a significant risk to vulnerable victims. The longer term challenge of managing and reducing complex demand as public sector resources reduce remains a critical risk.

While levels of offending appear in decline, developments in technology and social media continue to present new opportunities for organised and personally targeted offending. On-line offending in particular presents an increasing challenge for enforcement agencies on account of the anonymity often afforded by perpetrators and the technical capabilities often required in response.

Although the impact and threat linked to Urban Street Gangs in the area has diminished over recent years, there remains significant potential for new gangs to become established.

The international terrorism threat has escalated over the previous year and the risk locally and nationally of vulnerable individuals becoming subject to radicalisation and extremist ideologies remains high. The Home Office, however, have not identified Nottinghamshire as a priority area for additional counter terrorism activity.

Systematic⁴⁹ assessments of threat, risk and harm undertaken by Nottinghamshire Police and local Partnerships has identified a number of key threats which present a significant risk to local communities based on their likelihood and impact. These include domestic and sexual abuse, violence, Urban Street Gangs, organised crime - including sexual exploitation and modern slavery - fraud, terrorism and extremism.

Research indicates that the issues of greatest concern to local communities are generally reflective of the national profile in Nottinghamshire, with residents wanting the Police to; be visible and active in their communities, respond when needed, keep people informed, tackle the issues that matter most to local people and prevent crime and ASB.

Public confidence in the Police locally has been rising steadily since 2010, coupled with increase in the proportion of residents feeling that the Police understand their communities. The proportion of residents feeling that the Police 'treat people fairly' and 'do a good or excellent job', however, has plateaued over the last year. Performance across these indicators also remains below average when compared to the national picture.

Although levels of complex and resource intensive demand presenting to crime and community safety agencies are increasing, the central government funding available to meet demand is

⁴⁹ Factors prioritised via a structured victim-centric approach which assesses the impact of issues on the basis of Threat, Harm, Risk, Investigation opportunities, Vulnerability of victim and Engagement level required to resolve the issue

expected to remain static over the next four years. Building upon the Aurora II Programme, agencies will therefore be required to fundamentally review their delivery structures, priorities and levels service to ensure that they remain both effective and sustainable.

The challenge and implications of meeting future demand will need to form the basis of extensive public, Partner and stakeholder engagement over the coming year while local, regional and national approaches to collaboration, strategic alliance and devolution continue to be explored.

Taking account of the performance challenges and risks identified in the Police and Crime Needs Assessment 2015 (PCNA) and feedback received from the consultation and engagement exercises, the strategic priorities remain the same. The recommendations arising from the PCNA are summarised in the following sections in relation to each of the seven strategic themes. In response to these recommendations, in order to tackle or mitigate the risks identified, a number of additional activities will be undertaken. These will be monitored and reported on a quarterly basis.

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

8 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. The targets and performance indicators are shown in the following tables listed under the Commissioner's seven strategic themes.

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 2015-16.
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 2016-17

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) A reduction in the number of repeat victims of domestic violence compared to 2015-16 b) Monitor High Risk Repeats c) Monitor Medium/Standard Risk
			d) A reduction in the number of repeat victims of hate crime compared to 2015-16
			e) To monitor repeat victims of anti-social behaviour incidents
			f) To monitor the number of domestic abuse incidents and crimes and proportion which are repeats.
5	Public confidence in reporting offences to the Police	i) Encourage the increased reporting of serious sexual offences and sexual offences as a whole	To monitor the number of Serious Sexual and sexual offences as a whole
		ii) Encourage the increased reporting of domestic abuse (incidents and offences)	To monitor satisfaction levels of victims of domestic abuse through the Force Victim Surveys
		iii) Encourage the increased reporting and identification of Hate Crime	To monitor the number of Hate Crimes and proportion which are repeats. ⁵⁰
6	The number of people Killed or Seriously Injured (KSIs) on Nottinghamshire's roads	i) 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). ⁵¹
		ii) Monitor KSIs for 0-15 year olds	The number of KSIs 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 2015-16
8	The number of children being detained in police custody overnight ⁵²	To reduce the number of children being detained in police custody overnight	A reduction in the number of children detained in police custody overnight compared to 2015-16

⁵⁰ It is expected that first time reports of Hate Crime will increase and repeat Hate Crimes will reduce.

⁵¹ This can be monitored according to an annualised (calendar year) target, which will be calculated at the start of each year

⁵² HMIC has raised concerns that too many children are detained overnight. This measure is included this year so that more robust action is taken to work with local authorities to provide alternative accommodation.

9	Percentage of incidents responded to within the target time	Ensure that demand for service is responded to appropriately by reducing demand and attending Grade 1 and 2 calls quickly	To monitor the percentage of Grade 1 and Grade 2 Incidents attended within the prescribed timescales. a) Rural b) Urban
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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. New measures are introduced in this year's plan to monitor repeat victimisation for both high risk and medium/standard risk.

Domestic violence accounts for 40% 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.

It's important to ensure that any changes to the Police operating model does not adversely impact response times especially in rural areas. Rural and Urban response times will be monitored.

Strategic Priority Theme 2: (Subject to Change when CJ Performance Framework Approved)

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	An improvement in the quality of files as monitored through the 6 weekly audit of files by the Operational Business Support Unit, with good performance and areas for development reported through the Crime and Justice Operational Performance review and PCC delivery Plan.
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	a) An increase in the Early Guilty Plea rate compared to 2015-16. b) To be better than the national average
4	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	a) Reduce % ineffective trials due to prosecution team reasons compared to 2015-16.

			b) Achieve a year on year improvement in effective trial rates.
Why is it important? 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	i) 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) A reduction in All Crime compared to 2015-16. ⁵³
			b) A reduction in the number of victim-based crimes compared to 2015-16. ⁵⁴
			c) To monitor the number of offences in those local areas which experience a high level of crime. ⁵⁵
		ii) To ensure that rural crime does not increase	To reduce the levels of rural crime compared to 2015-16 and report on: a) Rural ⁵⁶ b) Urban
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 compared to 2015-16 and report on: a) Personal b) Nuisance c) Environmental

⁵³ It is recognised that first time reports of DV, Hate Crime and serious sexual crime will increase. However, by taking positive action to reduce repeat victimisation overall crime should still reduce.

⁵⁴ In support of this target, Burglary Dwelling, Robbery and Violence with Injury will be priority areas.

⁵⁵ PPA Locality areas targeted in the County and High Impact Areas in the City

⁵⁶ Force to provide breakdown on Rural Towns and fringes and Rural Villages when monitoring this measure

3	The detection rate (including Positive Outcomes) for Victim-Based Crime	i) An improvement in the detection rate (including positive outcomes) for victim-based offences	a) An increase in the detection rate for victim-based crime where Threat, Harm or Risk is high e.g. serious sexual crime. ⁵⁷ b) To monitor Detection rate for Total Crime. ⁵⁸
		ii) To ensure the appropriate and effective use of Community Resolution disposals	a) To monitor the proportion of Community Resolution disposals.

Why is it important?

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 is now responsible for commissioning victim services.

It's important that any changes to the Police operating model does not have any adverse impact on rural communities. Further monitoring of hamlets, towns and villages will be undertaken in this year's plan.

A range of activities will be undertaken to encourage increased reporting of DV, Hate Crime and sexual crime. Increased public confidence will lead to increased reporting levels.

Greater emphasis is placed on increasing the detection levels for victim based crimes where threat, harm and risk are high.

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 ⁵⁹	a) To monitor the number of crimes and ASB which appear to be alcohol-related b) To monitor the proportion of alcohol-related violent crime
		Reduce alcohol related crime and ASB in the Night Time Economy (NTE)	To monitor the number of violent crimes and ASB which appear to be alcohol-related in the NTE
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 (2 cohorts throughout the year will be monitored quarterly)

⁵⁷ Force to determine crime categories where Threat, Harm and Risk is considered high

⁵⁸ New monitoring arrangements will be introduced in the PCC Delivery plan for crimes where a suspect has been identified (especially for violence and sexual crimes) to ensure that all possible enforcement action is being taken.

⁵⁹ The PCC Delivery Plan will monitor data quality in order to better understand the nature of alcohol-related crime.

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 Act has introduced new powers for policing and community safety. The number of times the new ASB Powers are utilised will be monitored through the PCC Delivery Plan.⁶⁰

Improving data quality will help managers better understand the problem and help determine where to deploy resources and more importantly learn what works.

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 2015-16 A 10% increase in the total value of all orders compared to 2015-16 ⁶¹
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 2015-16 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
4	The number of Cybercrimes	To better understand and tackle cybercrime through identification and monitoring cybercrime ⁶² levels.	Monitor the number of Cybercrimes in 2016-17.

Why is it important?

There are further opportunities to generate income from those involved in organised crime under the Proceeds of Crime Act. Whilst the number of orders has increased during 2015-16, the value of orders has fallen. Increasing the value of POCA will further frustrate criminal activity and provide further income to tackle other criminals.

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.

Cybercrime is increasing and affecting more and more victims, it's important to increase our understanding to protect victims.

⁶⁰ ASB Powers: Community Remedy, Community Trigger, Civil injunction, Criminal behaviour order, Dispersal power, Community protection notice, Public spaces protection order, Closure power.

⁶¹ Whilst the numbers of POCA orders have increased during the year the overall value is reducing. This new measure will help monitoring progress in this area.

⁶² 'Cybercrime' is a term used to define any crime that takes place online or where a where a digital system is targeted by means of a criminal attack

Strategic Priority Theme 6:

Prevention, early intervention and reduction in re-offending⁶³

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 (2 cohorts throughout the year will be monitored quarterly)
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
<p>Why is it important?</p> <p>Current figures for proven reoffending show that the percentage of offenders who go on to commit a further offence within 12 months needs reducing.</p> <p>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.</p> <p>It's important to understand how effective out of court Disposals especially community Remedy and other Restorative Justice outcomes.</p>			

Strategic Priority Theme 7:

Spending your money wisely

Measure		Objective	Target
1	Make efficiency savings	Make savings in line with MTFP by the end of each financial year Ensure that detailed plans are in place to ensure the savings target is met.	£12m
2	Total number of days lost to sickness	Reduce the number of days lost to sickness to ensure that the Force remains in line with national trends	a) 3.7% for officers (8.2 days) b) 3.7 % for staff (8.2 days)

⁶³ The recidivism rate of persistent shoplifters will be monitored through the PCC Delivery Plan. Also, the recidivism rate for offenders subject to Community Remedy will be monitored.

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 ⁶⁴
4	Improve data quality ⁶⁵ and compliance with national recording standards.	To improve the quality and integrity of data recording to ensure that crime is better understood, ethically recorded and responded to.	Compliance rate with national recording standard in respect of Total Crime. ⁶⁶
5	Manage Demand for Service with partners	Reduce Unnecessary Demand for Service	Monitor the number of: a) Total Calls received at Control Room b) 999 calls per 100k Population
<p>Why is it important?</p> <p>The Commissioner has a legal requirement to provide a balanced budget and monitor actual spend against budget for Police and crime.</p> <p>Sickness monitoring contributes to providing an effective and efficient workforce.</p> <p>The Commissioner aims to ensure that Nottinghamshire Police is an employer that reflects the communities it serves.</p> <p>The public need to be assured that they can rely on Police crime figures and in order to build trust and confidence its importance to publish the results.</p> <p>With diminishing resources, managing demand by reducing unnecessary calls for Police service is more important now <i>than it's ever been so that resources are available to respond to incidents which carry a high Threat, Harm or Risk to people living, working or visiting Nottinghamshire. HMIC Value for Money Profiles 2015 identifies that Nottingham has one of the highest 999 calls per 1000 population nationally.</i></p>			

9 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.⁶⁷ Other financial reports and statements of accounts are published on the Commissioner's web site.⁶⁸

⁶⁴ The overall objective is for the Force to represent the community it serves. The county BME population is 11.2%.

⁶⁵ Data Quality to be monitored through the PCC Delivery Plan to evidence that quality is improving.

⁶⁶ Performance for Violent crime, Sexual Crime and compliance rates prior to intervention to be monitored through the PCC Delivery Plan.

⁶⁷ <http://www.nottinghamshire.pcc.police.uk/Document-Library/Public-Information/Policies-and-Procedures/Governance-Framework.pdf>

⁶⁸ <http://www.nottinghamshire.pcc.police.uk/Our-Money/Annual-Accounts.aspx>

10 Resourcing Our Priorities

Since setting his first budget for 2013-14, which was itself challenging, the pressure on the Commissioner's budget has increased substantially. Over the last four years efficiency savings of £42.6m have been needed to deliver annual balanced budgets.

In 2012-13 and 2013-14 achieving efficiencies was comparatively easy and underspends in other areas also developed. But 2014-15 saw the start of it becoming increasingly difficult to achieve the required savings programme and an additional £2m was used from reserves (total over £4m) to balance the budget by the end of the year.

2015-16 has proved to be the toughest year to date. Efficiency programmes have not been delivered in full and in addition to this errors in the budget were identified during the year. This has resulted in an estimated £9.3m being required from reserves to balance the budget. This does not include any costs associated with the Voluntary Redundancy Scheme where payments may be required by the end of the year for which there is no budget provision or saving to offset.

2016-17 was always going to be a challenging year, not only were grant cuts expected against a picture of increasing usual costs (e.g. pay awards and price inflation), but also plans were made for an estimated £3.5m cost pressure from the change in National Insurance contributions.

In creating the budget for 2016-17 additional cost pressures of £11m have been identified and an efficiency plan of £12m has been developed. This is less than originally anticipated due to the better settlement and in part due to the increase in the council tax base which delivered £1m more than estimated.

10.1 Police Employees

The table below details the workforce movements Budget 2015-16 v Budget 2016-17.

2015-16 Budgeted Total FTE's	2016-17 Budgeted Total FTE's	Movements FTE's
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Police Officers

Local Policing	1,306	1,269	-37
Specialist Services	493	454	-39
Corporate Services	42	39	-3
Region	81	128	47
	1,922	1,841	-81

Police Staff

PCSO	253	228	-25
Other Police Staff	1,221	1,312	91
	1,474	1,540	66

TOTAL

	3,396	3,381	-15
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10.2 Efficiency Savings

There are robust plans in place to deliver savings both locally and regionally but further work will need to be undertaken to achieve the required savings plans through to 2020, but the work started on transformation should enable balanced budgets to be set.

There is still a lack of clarity in relation to future budgets and the amount that would be top sliced before allocation to the individual forces. The amount of top slicing has been increasing significantly over recent years and between 2015-16 and 2016-17 is increasing from £159.6m to £218.4m.

The table below summarises the savings plans currently in place for the next financial year:

Efficiencies	2016-17 £m
MRP	1.0
Reduction of Officers and Staff (DTF)	5.0
Non Pay savings	1.7
Reduction in acting up	0.5
Voluntary redundancy, DTF Business cases, Shift review	3.5
Internal Efficiencies	12.0

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.

The estimated funding for the Police & Crime Commissioner over the next four years (and compared with this year) is shown in the table below:

<u>Funding Available</u>	2015-16 £m	2016-17 £m	2017-18 £m	2018-19 £m	2019-20 £m
Police & Crime Grant	126.8	126.1	123.4	120.7	118.1
Council Tax Legacy Grant ⁶⁹	9.7	9.7	9.7	9.7	9.7
Precept	52.4	54.4	55.8	57.2	58.6
Collection fund surplus/(deficit)	0.7	1.0 ⁷⁰			
TOTAL	189.6	191.2	188.9	187.6	186.4

The expenditure requirements of the Force and the Office of the Police & Crime Commissioner are continuously reviewed and monitored to ensure value for money. The role and responsibility of the Commissioner is to set a balanced budget assured that the Force has robust systems in place for producing a full budget.

Officers, staff and PCSO's account for almost 80% of budgeted net expenditure and as such are a major asset for the organisation. The pace at which Police Officers, PCSO's and staff leave the organisation can fluctuate year on year, but this is budgeted for.

There has also been a recruitment freeze in place since the summer of 2015. The revenue budget report details the assumptions made for budgeting purposes. Inflation and pay awards provide a significant cost pressure. This is constantly reviewed for accuracy.

Total Net Expenditure requirements are provided below:

<u>Expenditure Summary</u>	2015-16 £m	2016-17 £m	2017-18 £m	2018-19 £m	2019-20 £m
Previous year net expenditure	193.8	191.2	190.2	188.9	186.4
Net changes for pressures	8.4	11.0	3.3	2.8	3.0
Net expenditure requirement	202.2	202.2	193.5	191.7	189.4

There is still work to do to achieve the required savings plans through to 2020, but the work started on transformation should enable balanced budgets to be set.

⁶⁹ Legacy Grant is subject to review as part of the funding formula review

⁷⁰ The surplus to be received in 2016-17 will be transferred to reserves

There is still a lack of clarity in relation to future budgets and the amount that would be top sliced before allocation to the individual forces. The amount of top slicing has been increasing significantly over recent years and between 2015-16 and 2016-17 is increasing from £159.6m to £218.4m.

The budgeted summary financial position is as detailed below:

	2015-16 £m	2016-17 £m	2017-18 £m	2018-19 £m	2019-20 £m
<u>Policing element</u>					
Net Expenditure	197.7	197.6	188.9	187.1	184.8
Savings efficiencies & reserves	(10.9)	(12.0)	(3.9)	(4.5)	(4.8)
sub-total	186.8	185.6	185.0	182.6	180.0
<u>Grants and Commissioning</u>					
Net Expenditure	4.5	4.6	4.6	4.6	4.6
Savings efficiencies & reserves	(0.1)				
sub-total	4.4	4.6	4.6	4.6	4.6
Total net expenditure	191.2	190.2	189.6	187.2	184.6
Grants	136.5	135.8	133.1	130.4	127.8
Precept	52.4	54.4	55.8	57.2	58.6
Collection Fund Surplus		1.0			
Total Financing	189.6	191.2	188.9	187.6	186.4
Contribution (from)/to Reserves incl above	(9.3)*	1.0			
Further savings required			0.7	(0.4)	(1.8)

Following the estimated requirement for £9.3m of reserves in 2015-16 there is insufficient reserves available should the efficiency programme not be delivered in full. Plans to replace the reserves utilised over recent years are planned to commence in 2018-19.⁷¹

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.

⁷¹ * The original budget for 2015-16 assumed a contribution from reserves of £1.6m. During the year the pressures have built and errors in budgeting identified. At the time of writing this report it is estimated that there will need to be a £9.3m contribution from reserves to balance to the budget. It could be slightly higher than this with an element being repaid in April 2016.

11 Delivering Value for Money

Collaboration and Innovation

As a region, forces have been collaborating for a numbers of years. This has provided resilience to teams so small it becomes difficult to deliver an effective service but in later years significant savings have been delivered. Collaborate savings will continue to be generated year on year and be monitored and updated as the true level of savings becomes known. The Commissioner has been successful in obtaining Innovation Grant Funding to pump prime new areas of collaborations and new ways of working that will generate future savings.

Devolution

At a local level the Commissioner is supportive of the Devolution agenda. However, the elections in May 2016 will be appointing a PCC for a further 4 years. How this is then incorporated into a timetable for devolution will need to be planned for appropriately.

Strategic Alliance

The Commissioner and Chief Constables across three force areas: Nottinghamshire, Leicestershire and Northamptonshire; have agreed to enter into a Strategic Alliance for all of the elements of the service that are not currently within a collaboration agreement.

It is envisaged that this will bring a significant change to the way in which Policing is provided across the three counties and deliver the needed savings to balance future year's budgets.

The final business case for the Strategic Alliance is being prepared and will be available in March 2016. There is much work from the financial view that needs to be done to support this and each Commissioner may need to finance their contribution in different ways (e.g. reserves/capital contributions/revenue contributions) the final plan will then require revised budgets to support this.

12 Smart Commissioning

Community Safety Fund

The Commissioner commissions the majority of community safety work through City and County Community Safety Partnerships (CSPs), which bring together local stakeholders who are well placed to understand local need and priorities. In addition, he supports grassroots community safety activity by grant funding third sector organisations through his Community Safety Fund.⁷²

In 2015-6 the Commissioner awarded £273,323 in grants to 26 third sector organisations as part of the Community Safety Fund. Diverse initiatives are funded, including diversionary work with young people to prevent anti-social behaviour and further offending, work with young people to

⁷² <http://www.nottinghamshire.pcc.police.uk/Our-Money/Grants-and-Funding/Community-Safety-Fund-2016-17.aspx>

build their trust and confidence in the Police, support for a campaign to end female genital mutilation, specialist support for young survivors of sexual abuse and practical help for disabled people experiencing hate crime.

The Commissioner launched his Community Safety Fund (2016-17) in December 2015. New projects will begin in April 2016. Priorities for funding include support for survivors of sexual abuse, help for vulnerable people who have complex needs and risk victimisation, initiatives aimed at driving down rural crime, innovative BME-led projects and those initiatives which support new and emerging communities to establish positive relationships with the Police.

Victim Services

The Commissioner became responsible for commissioning local victim support services in 2014, a role previously held by Ministry of Justice (MoJ). His vision is that:

“Victims and survivors in Nottinghamshire are resilient and less likely to be re-victimised; empowered to cope and recover from crime and anti-social behaviour by timely and effective victim-centred support from local services, families and communities”.

To realise his vision, the Commissioner has commissioned a range of generic and specialist services. To ensure that all victims of crime, anti-social behaviour, identity theft and hate incidents have access to support, he part-awarded a contract to Victim Support to deliver an integrated support service which is fully delivered within Nottinghamshire. The Commissioner also commissioned Remedi to deliver victim-initiated restorative justice support and grant funded services to support specific groups of very vulnerable victims such as victims with mental ill health and complex needs.

The Commissioner is committed to ensuring that victims who need the most help are easily able to access services. He therefore recently commissioned an independent review of victims' services, to gain feedback and to identify how victims of unreported crime with protected characteristics prefer to access services. Also the review will consider future demand for support and will recommend a new delivery model. The findings of the review will be disseminated, and the new model will be consulted on at a stakeholder event in March 2016.

To ensure that survivors of domestic and sexual abuse have access to effective specialist support, the Commissioner has led the way in working with the County and City Councils and Nottingham Clinical Commissioning Group to pool funding and co-commission integrated services. In the County contracts to deliver an integrated domestic violence support service have been awarded to Nottinghamshire Women's Aid for the north and WAIS for the south. The new services began in October 2015. Further discussions are on-going with the County Council and clinical commissioning groups in the County to explore co-commissioning sexual violence support. In the City new domestic and sexual violence support contracts will be awarded in early January 2016, with new services beginning in April 2016.

Appendix A: Commissioner's Key Performance Achievements

Objective 1	Objective 2	Objective 3	Objective 4	Objective 5	Objective 6	Objective 7
Protect, support and respond to victims, witnesses and vulnerable people	Improve the efficiency, accessibility and effectiveness of the criminal justice process	Focus on priority crime types and those local areas that are most affected by crime and anti-social behaviour (ASB)	Reduce the impact of drugs and alcohol on levels of crime and anti-social behaviour	Reduce the threat from organised crime	Prevention, early intervention and reduction in reoffending	Spending your money wisely
Activities	Activities	Activities	Activities	Activities	Activities	Activities
<ul style="list-style-type: none"> Commissioned universal and targeted services for victims. Co-commissioned with City and County Councils domestic violence and co-commissioned sexual violence services in the City Supported multi-agency action to increase the reporting of hate crime and provided dedicated resources to support victims. Provided £306k new funding to protect girls better and reduce violence to young women through specialist support, school based and other awareness raising campaigns, research and targeted work with emerging perpetrators PCC has invested over £200k since 2011/12 to ensure victims of anti-social behaviour get help, no matter where they live in the city or county. 	<ul style="list-style-type: none"> Provided leadership to ensure criminal justice partners implement victims code Commissioned successful restorative justice service With other PCCs introduced a regional criminal justice service and board in region Improved the proportionate use of stop and search Improved the scrutiny on crime recording and data quality Worked with other PCCs and Chief Constables to establish a regional Police Criminal Justice Service 	<ul style="list-style-type: none"> Reviewed and provided dedicated funding to reduce crime and ASB in priority neighbourhoods Implemented a housing security scheme with Nottinghamshire County Council to reduce burglary Supported Nottinghamshire Police to reduce crime and tackle priority crimes Introduced Rural special proactive crime team, community road safety programmes and wild life enforcement campaigns A Range of Activity to reduce crime and ASB Invested nearly £3m in community safety funding to support partnership activities 	<ul style="list-style-type: none"> Co-commissioned substance services for Nottingham and Nottinghamshire Implemented an alcohol action plan with partners to reduce crime in the night time economy and improve health and well being: <ul style="list-style-type: none"> Implement Operation Promote in the City Centre and County for drugs and weapons Renew Drinkaware to provide Club Hosts in major venues Promote Purple Flag and Best Bar None schemes in NTE Initiate projects to tackle street drinking in the Arboretum 	<ul style="list-style-type: none"> With other PCCs provided on going to support to East Midlands Serious and Organised Crime Unit. Considered to be best practice by HMIC. Supported Nottinghamshire Police to fully utilise POCA powers more effectively for criminal investigation. Provided funding to utilise automatic number plate (ANPR) technology to deny criminals use of the road. Establish a Serious and Organised Crime Board and fund interventions to combat gangs and youth violence. 	<ul style="list-style-type: none"> Work with partners to sign up to Mental health concordat and establish an implementation board. Work in partnership to introduce mental health street triage scheme and ensured that 'vulnerable adults and young people are dealt with more appropriately outside of custody. Funded positive activities for young people and other targeted youth support schemes to divert from offending Successfully used GPS tags to manage offenders involved in shop theft and serious offences Introduced with Public Health England's a 'Liaison and Diversion' scheme. 	<ul style="list-style-type: none"> Collaborated with other Police Forces to help protect frontline policing Delivered an efficiency programme to meet required savings and achieve a balance budget. Proactively submitted funding bids to Home Office to maximise additional income for policing Led for the National Association of Police and Crime Commissioners a strong case for a better CSR funding outcome for policing nationally and for Nottinghamshire Led action to improve BME recruitment and representation in the police workforce
Outcome	Outcome	Outcome	Outcome	Outcome	Outcome	Outcome
<ul style="list-style-type: none"> More victims are reporting sexual crime (+17.8%), hate crime (+17%), and domestic violence (+9.3%) as of 21 Dec 15 compared to previous year. 9 in every 10 Domestic Abuse victims are satisfied with the whole Police experience. Just under 300 girls and young women have reported that they feel safer, more confident and are recovering from domestic abuse Over 4,000 young people have benefited from schools based initiatives to help them understand healthy relationships better, their rights about consent and where to go for help Almost 2,000 sexual violence survivors have reported increased feelings of safety and/or greater confidence Well over 2,000 domestic abuse survivors have reported they feel safer and/or have recovered from crime Almost 3,000 victims of non DSV crimes were supported between Oct 2014 and Dec 2015, and over 95% were satisfied or very satisfied Almost 600 ASB victims supported by the PCC's commissioned service since 2013 no longer require help, either because their situation is resolved or victims feel empowered to resolve the case themselves. 	<ul style="list-style-type: none"> Compliance with Victims Code has improved month on month since April 2015 (from 50% in City and County close to 90% in November 2015). Around 98% of victims and witnesses are satisfied or very satisfied with the services provided in Court (to Mar 15) Stop and Searches are much more proportionate for BME communities (reduced disproportionality by 22%). Compliance with the National Crime Recording Standard has improved from 88% in 2012 to 98% in 2015. Integrated Restorative Justice (RJ) Service in Nottinghamshire (Remedi) established and 112 referrals received (as of Nov 15). Over 50% of victims contacted agreed to participate in the RJ process of which 100% were satisfied 	<ul style="list-style-type: none"> Crime is predicted to have reduced between 3% and 5% at the end of 2015-16 compared to 2011-12. ASB is predicted to have reduced 38.5% at the end of 2015-16 compared to 2011-12. More people agree that the Police and local councils are dealing with Anti-Social Behaviour and other crime issues (59.5%, June 15). The number of repeat victims of ASB has reduced (-6%, Oct 15). Burglary dwelling will have reduced by 26.5% at the end of 2015-16 compared to 2011-12. Currently ranked 3rd best reduction nationally (year to date to Nov-15) Robbery will have reduced by 22.4% at the end of 2015-16 compared to 2011-12. Force ranked 3rd best reduction nationally (year to date to Dec-15). City has highest reduction over both a 4 year period (-8%), and year to date (-4.3%, to Dec 2015) compared to 8 core cities. Theft From Person will have reduced by 45.2% at the end of 2015-16 compared to 2011-12. A locality working model piloted in Ashfield (New Cross) has contributed to reductions in demand for service (-7%), ASB (-17%), serious acquisitive crime (-34%) and criminal damage (-21%). 	<ul style="list-style-type: none"> The proportion of Alcohol-Related Violence has reduced and is less than half that is estimated nationally. The number of Alcohol-Related violent crimes in the NTE (Night time Economy) has also reduced (-11.7%). Violence in the City Centre's NTE has fallen 23.4% since 2011 55% of people feel safe in the City Centre after dark which is the highest level surveyed ASB Perception: Since 2012, there is long term downward trend in the number of people being drunk or rowdy. In the County, fewer people perceive people using or dealing drugs to be a problem (2014=20%, 2015=18%) Nottingham has successfully retained its Purple flag status for the sixth consecutive year and Mansfield in the County awarded flag in 2015 Notts PCC contributing to a national project to develop guidance to promote more effective practice with street drinkers 	<ul style="list-style-type: none"> The number of organised crime groups are assessed as 'High Risk' has gone down by over a third (-39.8%). POCA orders have increased 69% (Dec 12 to Mar 15) A greater number of production drug offences have been detected. Also, Trafficking of Drugs will have increased 13.2% at the end of 2015-16 compared to 2011-12 through proactive operations. Nottingham the 2nd highest performer in the Core City group for successful completions (35%) re substance misuse (drugs and alcohol) Funded interventions to combat gangs and youth violence being implemented The number of people Killed or Seriously Injured (KSIs) on Nottinghamshire's roads has reduced by 39.8% fore adults and 45.4% compared to the 2005-09 average baseline. 	<ul style="list-style-type: none"> £927K funding provided over 3 years to partners to undertake positive activities for young people which has contributed to reduced ASB and crime. ASB Perception: Since 2012, there is long term downward trend in the number of teenagers hanging around. The youth reoffending rate in the City and County (23.4%) is much better than the national average (35.5%). Less people suffering mental impairment are detained in custody suites - down 80% compared to 2014/15. Less people suffering mental impairment are detained in S136 Suites - down 30% compared to 2014/15. GPS tags were successfully used for shoplifters. In addition, there are numerous examples where tags have successfully been used to manage dangerous, sex offenders and serious acquisitive crime offenders. Successful completions of Alcohol Treatment Requirements and Drug Rehabilitation have increased from 11% to 14% in the City. 	<ul style="list-style-type: none"> Since 2010-11 over £42m in efficiency savings have been made through collaboration and Delivering the Future Program. PCC Office Costs is less than former Police Authority & 24% less than national average (i.e. £0.83 per head of population compared to £1.03) £5.7m Successful Bids to Home Office Innovation fund 2014-15 (some joint): <ol style="list-style-type: none"> Body Warn Video - £1.68m Virtual Courts - £0.4m Single, Interoperable Crime and Justice Platform - £2.9m Rapid DNA Technology - £0.09m Mental Health - £164k Imara - £109,434 Prevention - £331,087 Police officer sickness has improved (in 2012 was 4.9%, in 2015 4.3%). BME applications increased by 60% in 2014 BME recruitment increased from 4.69% in 2013 to 15.62% in 2014 BME representation has increased from 3.9% to 7.5% for Special Constables

Appendix B: Strategic Framework

BUILDING SOCIAL CAPITAL – Refreshed Police and Crime Plan 2016 – 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	1. Campaign against Government funding cuts to Nottinghamshire's Police budget 2. Improve Community Policing across Nottinghamshire by taking on 150 extra Police Officers and 100 PCSOs 3. Work in Partnership to reduce anti-social behaviour by 50%			4. Give extra priority and resources to domestic violence and crimes against girls and women 5. Ensure that victims of crime are treated as people, not cases, and Victim Support is properly funded 6. Be fair, honest and protect taxpayers' money		
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
C1 Re-commission victim services based upon the findings from the needs assessment. C2 Continue to improve BME community experience of policing and implementation of the 'Commissioner's research recommendations'. C3 Better understand and respond with partners to protect victims from human trafficking. C4 Work with safeguarding partners to increase awareness and understanding of child sexual exploitation, missing children, hidden harm. C5 Support targeted engagement with new and emerging communities to improve understanding, trust and confidence. C6 Prepare for new powers and public complaints responsibility being provided to PCCs under new legislation. C7 Ensure victims historic sexual abuse in residential care receive attention, support and protection.	C1 Continue to provide leadership to ensure partners compliance with victim's code. C2 Re-commission and improve take up of restorative justice services by victims. C3 Undertake regular dip samples of victims impact statement to improve quality. F1 Implement domestic violence 'live' links project with CPS and Courts. F2 Set up regional data quality team to support the roll out of NICHE. F3 Continue to use to stop and search power in a necessary and proportionate manner; sharing data and encouraging greater scrutiny.	C1 Continue to support partnership working in high crime neighbourhoods in the City and County. C2 Review and integrate strategic assessment planning and analytical support and rationalise analytical performance products. C3 Support and use new technology to prevent and reduce crime – ANPR, GPS tags and mobile CCTV. C4 Work with Partners and Force to better understand and respond to wildlife crime in rural areas. C5 Continue to provide leadership to roll out E-CINS case management system. C6 Develop a robust outcome framework and guidance for commissioned services, which is a proportionate approach to evaluating outcomes for small grants. C7 Review and update PCC and Force public engagement	C1 Refresh and implement a new alcohol action plan. C2 Improve the awareness, understanding and response to new psychoactive substances. C3 Support national work on 'Street Drinking' and help develop national guidelines. F1 Reduce the demand for the supply of illegal drugs, tackling class A drug trafficking, closing crack houses and disrupt cannabis cultivation. F2 Continue to implement multi-faceted Partnership problem solving plans for each for the key night time economies (NTEs).	C1 Ensure partnership structures are in place in City and County (including Trading Standards) to tackle serious and organised crime; notably cybercrime; illicit tobacco, drugs, fraud, money laundering sexual exploitation and human trafficking. C2 Promote and support Partnership work between colleges, schools, prisons and councils to prevent people being drawn into terrorism. C3 Support and provide funding to the regional unit on serious and organised crime. F1 Publicise the identification of people convicted of serious and organised crimes and successes in seizing their assets.	C1 Continue to provide mental health street triage and to be funded through mainstream resources. C2 PCC to grant aid positive activities for young people most at risk of getting involved in offending not provided elsewhere. C3 Support the use of GPS tags to reduce re-offending by priority offenders. C4 Set up dedicated pro-active violent crime team and provide resources to support action to reduce knife crime. F1 Adopt an integrated partnership to prevent demand for public, private and third sector.	C1 Provide leadership and active support for the development of a strategic alliance with Leicestershire and Northamptonshire Police. C2 Ensure the Force achieves a balance budget and delivers the required efficiency savings. C3 Achieve greater financial savings and improve service delivery through collaboration with other Forces and organisations. C4 Produce a commissioning framework with clear outcomes, which supports social responsibility strategies. C5 Submit bids to maximise funding opportunities nationally. C6 Actively support and work with partners to develop a business case and develop an appropriate relationship between the future Mayor and PCC, subject to local consent.

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:

<p>F1 Develop local capability to provide specialist advice and support on modern slavery and organised illegal immigration.</p> <p>F2 Chief Constable to consider reviewing staffing arrangements with DTF model to ensure sufficient resources are available in SEIU.</p> <p>F3 Review existing DA information sharing protocols to ensure real time information sharing.</p> <p>F4 Develop an IT system to enable direct real time submission and sharing of DASH risk forms.</p> <p>F5 Development of domestic abuse HR policy for staff and officers</p> <p>P1 Embed City and County domestic violence and sexual violence services.</p> <p>P2 Establish a sexual offences task and finish group to review and improve partnership response (CDRP).</p> <p>P3 Increase reporting of hate crime and continue to provide dedicated resources to support victims.</p> <p>P4 Implementation of mental health concordat action plan.</p> <p>P5 Work with partners to reduce the number of children detained in police custody overnight.</p> <p>P6 Work with partners to ensure cybercrime prevention (sexting) is delivered in schools as appropriate.</p>	<p>F4 Improve the quality and timeliness of files submitted by the Police to the CPS.</p> <p>P1 Undertake a review of 'community remedy' document to ensure clear pathways with Youth Offending services.</p> <p>P2 Work with regional partners to implement and support the criminal justice efficiency programme.</p> <p>P3 Define, agree and implement a new partnership integrated offender management model.</p>	<p>strategy, exploring the use of social media and Alert system to inform the public about changes to neighbourhood policing.</p> <p>C8 Instigate a 'One Punch' media campaign locally and raise the profile nationally.</p> <p>F1 Implement operational control strategies for priority crime types.</p> <p>F2 Ensure NICHE is able to continue to identify record and monitor rural crime and incidents.</p> <p>F3 Plan, participate and deliver partnership cross-border days of action (rural crime).</p> <p>F4 Chief Constable to consider introducing dedicated police teams, drugs and alcohol testing and working closely with schools and mental health institutions.</p> <p>F5 Review and support target hardening to prevent and detect crime.</p> <p>P1 Continue to support and revitalise different integrated Neighbourhood working models'</p> <p>P2 Implement Aurora 2 and consider how the conurbation and county partners can benefit.</p>	<p>F3 Ensure a smooth transition to NHS England of Custody Health Provision.</p> <p>F4 Develop effective means for drugs and alcohol testing of violent crime offenders and ensure signposting for diversionary tactics.</p> <p>F5 Ensure Neighbourhood policing teams actively manage licenced premises using the full range of powers together with Partners.</p> <p>P1 City and Districts ensure the robust enforcement of licensing conditions for pubs and clubs causing the most concerns.</p> <p>P2 Investigate changing drugs profile and achieve better results for alcohol users.</p> <p>P3 Utilise new tools and powers to ensure robust enforcement.</p>	<p>F2 Continue to develop a range of enforcement tactics against organised crime gangs, particularly focusing on enforcement.</p> <p>F3 Develop the Force's physical, people and cyber measures to combat organised crime.</p> <p>F4 Improve monitoring and checking of foreign National offenders and involvement in organised crime.</p> <p>F5 Deliver tasking co-ordination process, which involves partner agencies.</p> <p>P1 Funding to support activity and interventions to combat gang and youth violence.</p> <p>P2 Ensure that the 6 new Government Ending Gang Violence & Exploitation priorities are incorporated into Partnership EGV Action Plan</p>	<p>F2 Support multi-agency public protection arrangements (MAPPA) to manage the most dangerous violent and sexual offenders.</p> <p>F3 Work in Partnership and take steps to enhance intelligence gathering e.g. communities, rural crime and cybercrime.</p> <p>F4 Reduce the impact of economic and Cybercrime by dealing effectively with on-going criminality.</p> <p>P1 Focus on those family and individuals that cause the most demand to public organisations.</p> <p>P2 Ensure 'Preventing Demand Programme' successor is integrated with existing programmes and mainstream activities.</p> <p>P3 Ensure all youth and youth violence is subject to safeguarding referral, assessment and appropriate interventions.</p>	<p>C7 Work with emergency service providers to improve the efficiency and effectiveness of public services.</p> <p>C8 Review regional governance structure to align with strategic alliance 'single operating model'</p> <p>F1 Recruit more volunteers (especially BME) to support policing.</p> <p>F2 Provide operational leadership to progress the Strategic Alliance subject to the business case.</p> <p>P1 Greater commissioning, pooling budgets and integration of services to achieve greater efficiency and to deliver service improvement.</p> <p>P2 Ensure there are practical information sharing agreements in place to support multi-agency and locality working.</p> <p>P3 Provide enhanced leadership and decision making through reviewing the role and function of SNB.</p>	<p>Taking informed and transparent decisions which are subject to effective scrutiny and managing risk.</p> <p>Principle 5: Developing the capacity and capability of the PCC, officers of the PCC and the Force to be effective.</p> <p>Principle 6: Engaging with local people and other stakeholders to ensure robust public accountability.</p>
PERFORMANCE MANAGEMENT (BALANCED SCORECARD)							
<ul style="list-style-type: none"> • Improve satisfaction for victims and witnesses in policing and 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 	

For Consideration	
Public/Non Public	Public
Report to:	Strategic Resources & Performance
Date of Meeting:	15 March 2016
Report of:	The Chief Executive
Report Author:	Alison Fawley
E-mail:	alison.fawley@nottsc.gov.uk
Other Contacts:	
Agenda Item:	12

WORK PROGRAMME

1. Purpose of the Report

- 1.1 To provide a programme of work and timetable of meetings for the Strategic Resources and Performance meeting

2. Recommendations

- 2.1 To consider and make recommendations on items in the work plan and to note the timetable of meetings

3. Reasons for Recommendations

- 3.1 To enable the meeting to manage its programme of work.

4. Summary of Key Points

- 4.1 The meeting has a number of responsibilities within its terms of reference. Having a work plan ensures that it carries out its duties whilst managing the level of work at each meeting.

5. Financial Implications and Budget Provision

- 5.1 None as a direct result of this report

6. Human Resources Implications

- 6.1 None as a direct result of this report

7. Equality Implications

- 7.1 None as a direct result of this report

8. Risk Management

- 8.1 None as a direct result of this report

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

- 9.1 This report meets the requirements of the Terms of Reference of the meeting and therefore supports the work that ensures that the Police and Crime Plan is delivered.

10. Changes in Legislation or other Legal Considerations

- 10.1 None as a direct result of this report

11. Details of outcome of consultation

- 11.1 None as a direct result of this report

12. Appendices

- 12.1 Work Plan and schedule of meetings

Strategic Resources and Performance Meeting Work Programme

	<u>ITEM</u>	<u>FREQUENCY</u>	<u>LEAD OFFICER</u>
	Tuesday 15 March 2016 9.30am – 12.30pm, County Hall		
	Chairs Meeting – non public 9.30am – 11.00m	6 monthly	Force
	PUBLIC MEETING – 11.15am		
1	Chief Constable's Update Report	Every other meeting	Force
2	(61) Workforce planning		
3	Verbal update on items going to Police and Crime Panel	Every meeting	Force
4	(55) Report on Environmental Management Performance	Annually	Force
5	(56) Report on Health & Safety Monitoring together dip – sampling recommendation and implementations of actions and lessons learned	Annually	Force
6	(59) Report on Equality and Diversity and Human Rights performance and monitoring	Annually	Force
7	(67) Public Protection and Safeguarding reports on the following topics 1) Police Effectiveness 2015 (Vulnerability) 2) Increasingly everyone's business: a progress report on the Police response to domestic abuse 3) The depths of dishonour: Honour based violence, forced marriage and FGM	6 monthly	Force & OPCC
8			
9	Community Safety Funding Awards 2016-17		OPCC
10	Refreshed Police & Crime Plan Refresh	Annually	OPCC
11	Partnership Strategic Assessment (Notts Police & Crime Needs Assessment) May be a single report for items 10 & 11 - tba	Annually	OPCC
	Standard items:-		
12	Performance Scorecard – Executive Summary	Every meeting	Force
13	(15) Updates on Medium Term Financial Plan	Every meeting	

	<u>ITEM</u>	<u>FREQUENCY</u>	<u>LEAD OFFICER</u>
14	(18) & (19) Revenue Budget Monitoring and Forecast (summarising approved virements) and Capital Budget Monitoring and Forecast (summarising approved virements) – Financial Performance & Insight report	Every meeting	Force
15	Period 8 Capital monitoring & forecast report 2015-16		
	Tuesday 21 June 2016, 2pm, Venue TBC **REVISED DATE**		
	Topic based presentation		
	Verbal update on items going to Police and Crime Panel	Every meeting	Force
	(29) Report detailing the Treasury out-turn	Annually	?
	(30) Treasury update – annual report	6 monthly	OPCC CFO
	(32) Insurance tender process report	Annually	?
	(33) Insurance provisions report	Annually	?
	(37) Report on delivery against the Police & Crime Plan	Annually	OPCC
	Police & Crime Commissioner Annual Report		OPCC
	(56) Report on Health & Safety Monitoring together dip – sampling recommendation and implementations of actions and lessons learned	Annually	FORCE Carl Taylor-Walster
	Standard items:-		
	Performance Scorecard – Executive Summary	Every meeting	Force
	(15) Updates on Medium Term Financial Plan	Every meeting	
	(18) & (19) Revenue Budget Monitoring and Forecast (summarising approved virements) and Capital Budget Monitoring and Forecast (summarising approved	Every meeting	Force

	<u>ITEM</u>	<u>FREQUENCY</u>	<u>LEAD OFFICER</u>
	virements) – Financial Performance & Insight report		