



Nottinghamshire

POLICE & CRIME COMMISSIONER

BUSINESS PLAN 2014-15

Introduction

This Business Plan is designed to complement and support the delivery of the Police and Crime Commissioner's (the Commissioner) Police and Crime Plan. It sets out the activity and actions that the Office of the Police and Crime Commissioner (OPCC) will undertake to discharge its statutory functions and achieve good governance over policing and wider partnership community safety activity.

Commissioner's Vision

The Commissioner's vision as set out in the Police and Crime Plan is to protect people, by giving victims and citizens a bigger **VOICE** in policing to achieve a safer Nottingham and Nottinghamshire.

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

The Commissioner will strive to deliver:

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

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

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

Key Functions and Role of the Commissioner

The Police Reform and Social Responsibility Act received royal assent in September 2011. This Act abolished Police Authorities and replaced them with elected Police and Crime Commissioners. The first elections took place in Nottinghamshire on 15th November 2012.

The Commissioner took formal legal responsibility for policing and crime from the 22nd November 2012.

Police and Crime Commissioners have responsibility for the totality of policing within their Force area, specifically:

- Securing an efficient and effective police force for their area.
- Appointing the Chief Constable, holding them to account for the running of the Force and if necessary dismissing them.
- Setting the police and crime objectives for their area by producing a five year Police and Crime Plan (in consultation with the Chief Constable).
- Setting the annual Force budget and police precept, and producing an annual report setting out their progress against the objectives in the Police and Crime Plan.
- Contributing to the national and international policing capabilities set out by the Home Secretary in the Strategic Policing Requirement.
- Co-operating with the criminal justice system in their area.
- Working with partners and funding community safety activity to tackle crime and disorder.

In addition, the Commissioner has a responsibility and must have due regard to all other legal requirements and specifically the provisions of:

- The Policing Protocol 2011
- Financial Management Code of Practice (FMCOP)
- Strategic Policing Requirement (SPR)

The Elected Local Policing Bodies (Specific Information) Order 2011 places a specific legal duty on the Commissioner to publish information. Appendix A sets out a full list of the Local Policing Bodies responsibilities and tasks.

The Policing Protocol Order 2011 requires the Commissioner to abide by the seven Nolan Principles as defined by the Committee on standards in 'Police Life' published in May 1995. These principles include: selflessness, integrity, objectiveness, accountability, openness, honesty and integrity.

The Chief Constable is responsible for maintaining the Queen's Peace, he retains overall operational independence and is responsible for the direction and control of the Force's Officers and Staff under his employment.

Updated Police and Crime Plan 2014 to 2018

The Commissioner is required to set out his vision, priorities and objectives for policing and crime within the five year Police and Crime Plan.

The production and publishing of the Police and Crime Plan is a core statutory planning requirement as defined by the Police Reform and Social responsibility Act 2011. The Plan sets out the resources and assets that the Commissioner will make available to the Chief Constable for policing and the mechanisms by which the Chief Constable will report on performance and be held to account.

In developing the Plan, the Commissioner is required to consider a number of duties. These include:

- Working and co-operating with partner organisations in developing and implementing local crime and disorder strategies.
- Engaging and consulting with the public, victims of crime and businesses.
- Resources to support the strategic policing requirements to address national risks, harm and threats.
- Have regard to the safeguarding of children, promoting the welfare of children and equality and diversity
- Co – operation with local criminal justice bodies to provide efficient and effective criminal justice services.

Developing the Police and Crime Plan is part of the Commissioner's annual business planning and commissioning cycle process. On an annual basis the Commissioner will review the Police and Crime Plan to take account of public and victim consultation and findings from the annual Police and Crime Needs Assessment and the Chief Constable's strategic business plan requirements.

The updated Police and Crime Plan 2014 to 2018 was published in March 2014. This Plan sets out the Commissioner's ambitions and objectives he is committed to achieving over the coming years and the Plan explains what can be expected from policing and community safety in Nottingham and Nottinghamshire.

Taking account of the performance challenges and risks identified in the Joint Partnership Strategic Assessment and the outcomes of consultation and engagement exercises, the strategic priorities have been revised to include a greater focus in priority crime types. They are:

- 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.
- 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.

Business and Delivery Plan

This Business Plan is underpinned and supported by a Delivery Plan which sets out the key actions taken forward to support the delivery of the Police and Crime Plan by the OPCC.

In deciding upon the actions the following has been taken into consideration:

- Actions the Commissioner and Deputy Commissioner are leading on within the Police and Crime Plan.
- Statutory duties as identified in the Police Reform and Social Responsibility Act 2011 and other legislation.
- Core responsibilities of managing executive support functions for Commissioner and Deputy Commissioner.
- Performance management and holding the Chief Constable to account for providing an efficient and effective police service.
- Providing good governance over policing and working partnership with other organisations.

Good governance enables the Commissioner to:

- Deliver on their vision and priorities for policing and crime.
- Performance manage the Force and other partners.
- Hold individuals to account for delivery.
- Make decisions in an open transparent way.
- Engage with the public and victims to achieve better outcomes.
- Provide good stewardship over public funds and achieve value for money

Resources and Value for Money

The Commissioner is responsible for ensuring a balanced budget is set in the years ahead and that processes are in place to deliver the savings and achieve the efficiencies that are needed to do this.

Approximately 75% of the Commissioner's funding for policing and community safety is received from Government Grants with 25% being raised through the Council Tax precept. The reduction in the Government grant together with known commitment increases in future years has resulted in a significant budget shortfall in funding over the next few years. The ability to increase the Council Tax in future years will also be limited possibly to a maximum of 2.5%.

The Commissioner and Chief Constable are working together to identify where the savings can be made without impacting on the frontline service.

Further information on the financial challenges and efficiency programme can be found in the Police and Crime Plan in Section 11 (page 22).

A breakdown of the OPCC's budget for 2014-15 is as follows:

Expenditure	£m
Employees	494,600
Commissioner/Deputy Commissioner	205,300
Premises	21,000
Transport	22,200
Supplies & Services (incl expenses)	393,800
TOTAL	1,136,900

In May 2013 the Commissioner approved the business case for restructuring the staffing structure of the OPCC. The new structure can be found in Appendix B.

The Commissioner is under a statutory duty to ensure that Nottinghamshire Police provides an efficient and effective service.

The Commissioner must balance the increasing public demands and expectations for greater levels of Local Policing with the availability of a reducing budget.

Achieving value for money is not just about providing services at the lowest cost, account needs to be taken of the overall quality and public satisfaction with services being provided.

Further information delivering value for money can be found in the Updated Police and Crime Plan section 12 (page 23).

Risk Management

Risk Management is an essential component of good corporate governance. It is the process of identifying potential risks or opportunities, evaluating the potential impact and putting in place a control measure to mitigate them. The Commissioner has a responsibility to develop a risk management plan and to ensure that Nottinghamshire Police has adequate risk management procedures in place.

A Strategic Risk Management Action Plan is in place and is reported quarterly to the Joint Audit and Scrutiny Panel. The following strategic risks for the OPCC have been identified:

- Failure to maintain an efficient and effective police force
- Significant loss of public confidence
- Government funding reductions from 2015/16 onwards reducing the size of budget the PCC can provide to the Force
- Potential for Notts to receive a smaller settlement when the Home Office completes its review of the police & crime funding formula
- Public criticism of the PCC as a consequence of:
 - the Force's performance
 - the conduct of officers and staff
 - specific decisions

Performance Management and Monitoring

The OPCC has a robust performance management framework for managing and monitoring the Force's performance and delivery.

The Force reports regularly on performance against the priorities and objectives set within the Police and Crime Plan to the Commissioner. Performance and Insights reports are used for this purpose. The Commissioner meets on a weekly basis to hold the Chief Constable to account for delivery against his priorities and objectives.

The OPCC provides briefings on key performance concerns to enable the Commissioner to hold the Chief Constable to account.

An annual Joint Partnership Strategic Assessment is carried out to identify the new and emerging issues which will impact on the outcomes to be achieved against the strategic priorities and actions identified within the Police and Crime Plan.

Each year the Commissioner publishes his annual report. The second Annual report was reported to the Police and Crime Panel for scrutiny in June 2014 and is available on the Commissioner's website.

Community Engagement and Consultation

The role of the Commissioner is to provide a link with local communities to translate public concern into action. To give a louder voice to local people and for the Commissioner to act as a bridge to policing, community safety and criminal justice services.

The Commissioner has a statutory duty to consult with the public and victims of crime about their policing concerns and in relation to their views on the Police and Crime Plan and in the proposed precept. Business rate payers must also be consulted with as part of the precept consultation.

The Commissioner's Community Engagement and Consultation Strategy aims to define how, through a flexible and responsive framework, he intends to give the public and victims a greater direct influence and voice over policing priorities and the allocation of resources.

The strategy adopts a layered approach to community engagement and consultation to reflect the 'golden thread' of policing from victims, individuals, communities and neighbourhoods through to the strategic level.

The vision of giving a direct voice to the people of Nottingham and Nottinghamshire will improve the fight against crime, improve the detection of crime and increase victim's satisfaction through visible and accessible policing services to local communities and victims.

Further information of the Commissioner's Community Engagement and Consultation strategy can be found on the Commissioner's website <http://www.nottinghamshire.pcc.police.uk/Home.aspx>

Equality

The Police and Crime Plan has the following equality priorities and actions:

1. Improve BME representation in the Police force
2. Design and commission core and targeted services for victims
3. Protect and reduce violence to women and girls
4. Improve BME experience of stop and search
5. Work in partnership to ensure vulnerable people are dealt with more appropriately

Safeguarding

The Police and Crime Plan includes the following priority actions to promote and safeguard the welfare of children:

1. Protect and reduce the involvement of young women and girls in gangs
2. Proving funding to reduce young peoples involvement in violence and gangs
3. Provide positive activities for the young people at risk of offending and anti social behaviour.

Summary of Police and Crime Commissioner Responsibilities and Tasks

Police Reform and Social Responsibility Act

Policing Protocol Order

Financial Code of Practice

Strategic Policing Requirement

Assurance Service

Information

- Undertake environmental and political horizon scanning
- Undertake and build a socio-economic profile and to better understand communities
- Prepare strategic needs assessment
- Undertake research into any aspect of policing, crime, policy changes and reforms
- Provide information to PCP
- Prepare responses to any recommendations and reports from PCP
- Ensure that PCC has access to any information to perform responsibilities
- Collect, , input, analyse and manage information and knowledge
- Prepare detailed briefings on reports or information provided by Chief Constable or partner organisations

Performance Management

- Establish and manage a performance management framework for monitoring, measuring and assessing the effectiveness of policing and crime activity
- Gather, record, analyse and present data
- Undertake predictive modelling and simulation of data
- Ensure public information is provided on a regular basis on the performance of the Commissioner and Chief Constable
- Monitor performance against targets as defined by the Police and Crime plan
- Establish a multi-agency framework for agreeing realistic achievable targets

Public Engagement

- Undertaking all public relations and media management activity
- Use all forms of media to engage the public and promote the Commissioners responsibilities
- Ensure that all marketing and branding activity for the Commissioners conforms to agreed standards and specifications
- Create and maintain a Commissioners website. Responsible for its content management
- Responsible for the quality and standards of responses to any person or agency

- Undertake consultation with public and victims of crime to obtain their views on policing, budget and other activities
- Ensure that effective public, stakeholder and partnership consultation takes place on the police and crime plan
- Work with the Chief Constable to launch the Police and Crime plan
- Make sure that the plan and annual report is published
- Ensure that all information is published as specified by the Home Secretary for Policing Bodies (Specific Information Order 2010)
- Publish public information on the Commissioners and Chief Constables areas of activity and performance against the policing plan
- Publish Commissioner's response to the Police and Crime plan from the Police and Crime Panel
- Publish responses to research, public and community consultation according to agreed standards and protocols.

Assurance Compliance

- Ensure that the Commissioner is compliant with all legislation, regulations, policies and procedures
- Prepare and manage an annual work plan and schedule of policing topics to be reported on by the Chief Constable, other agencies and partnerships
- Responding and providing information to any Government Department and agency
- Monitor and track all responses to inspections, audits and investigations
- Develop and manage a procedure for managing responses to all research, community and public consultation
- Establish and support an effective public scrutiny process for obtaining assurance with regard to the effective delivery of Police and Crime Plan activity

Leading Organisation

Strategy, Policy and Plans

- Produce a strategic partnership framework to deliver the police and crime plan
- Production of Police and Crime plan based upon a strategic needs assessment and alignment with the financial planning cycle
- Consultation with Chief Constable on the Police and Crime Plan
- Consultation with PCP on Police and Crime plan
- Ensure that the Commissioner takes account of the priorities of each responsible authority
- Establish a framework for assisting partner organisations to work with the Commissioner in developing the Police and Crime Plan
- Efficient and effective delivery of the Police and Crime plan
- Management of corporate risks to the organisations
- Advising, assisting and communicating the organisations objectives, principles and values
- Advising the Commissioner on priorities for spend
- Creating and implementing policies in relation to safeguarding and equalities

- Ensure that the Commissioner and Chief Constable work together and allocate sufficient resources to respond to the threats as identified on the SPR-CT, organised crime, critical infrastructure, civil contingency and resilience planning
- Ensure that the Commissioner and their staff have regard to the policing protocol
- Define and manage how the Chief Constable will report to the Commissioner on policing.

Partnership

- Managing on going relationships with Chief Constable, other major stakeholders and partners
- Representation at key internal Force and external partnership meetings
- Assist the Commissioner with co-operating with Local Criminal Justice bodies to provide an effective and efficient system
- Liaise with partnerships over requests for information and hosting joint meetings to discuss area of concern with the Commissioner
- Attendance at panel meetings to represent the Commissioner
- Enter into collaborations and joint ventures to provide efficient and effective policing.

Managing Change

- Management of programmes, projects and cultural change
- Delivery of outcomes in relation to programmes and projects
- Monitoring of benefits realisation from change management programmes and projects

Managing Resources

Commissioning and Service Delivery

- Achieve value for money through commissioning at a neighbourhood, city, district, county, regional or national levels
- Ensure that the commissioning model improves service delivery, outcomes for local people and victims of crime and rewards successful delivery.
- Explore and advise on different commissioning models, including community based budgeting, public/private sector partnerships, joint collaborations and other models to improve efficiency and effectiveness
- Determining and operate a joint partnership commissioning model according to agreed local priorities
- Consider pooling of budgets with partners
- Ensure the Commissioners priorities for funding are delivered and successfully commissioned jointly with other organisations
- Monitor all contracts and achieve value for money through commissioning
- Service planning, design and determining service specifications
- Procurement, contract management and compliance
- Managing relationships with suppliers, contracts and providers

- Establish a system and procedure for administering grants-application process, selection criteria, conditions of grants, assurance visits and financial/performance reporting

Financial Planning and Monitoring

- Advise the Commissioner on resource allocation for Chief Constable (Revenue and Capital)
- Advise the Commissioner on potential resource allocation for commissioning
- Advise the Commissioner on the potential precept and the level of reserves and provisions
- Medium Term Financial Planning linked with the Police and Crime Plan.
- Agree and establish with the Chief Constable a joint internal audit function
- Defining and management of the internal audit plan in consultation with the Chief Constable
- Promote and deliver good financial management. To seek assurance on the arrangements in place within the Force for the proper financial management of the Force.
- Liaise with external auditors
- Processing, recording, classifying and analysis of financial transactions
- Budget monitoring, assessment and scrutiny of revenue and capital expenditure for Commissioner and Chief Constable
- Consultation with Chief Constable on the annual Policing budget
- Ensure that all accounts are prepared in accordance with the accounts and audit regulations and comply with the Financial Code of Management, the Financial regulations of the PCC and other statutory provisions
- Establish a policy and procedures for Financial Regulations (carry forwards, purchase and disposal of property and banking arrangements), delegations to ACO Resources and Head of Legal Services (stage 1 staff transfer), scheme of consent for Chief Constable (stage 2 staff transfer), control of assets by Chief Constable, virement rules, charges for services, contract standing orders (tendering and authorisation levels) and reserves
- Ensure that financial monitoring reports for Commissioner and Chief Constable are sent to individual members of the PCP
- Produce and publish an annual governance statement for the PCC and group annual statement of accounts. To include the approval of the arrangements for the inclusion of the CC's subsidiary statement of accounts and governance statement.
- To approve inward sponsorship and bids for grant funding.
- Maintain a transparent system and procedure for receiving and reporting of gifts, loans and sponsorship
- Hold Chief Constable to account for any collaboration activities
- Performance and financial monitoring of all collaboration agreements
- Ensure that the Commissioner's and Chief Constable's budgets achieves meets the statutory requirement to achieve a balanced budget. Report to the PCC where expenditure may exceed resources available.
- Manage the treasury management function, including day to day activity for banking and reconciliation. Produce and recommend an annual Treasury Management Strategy to the PCC

- Manage the Insurance tender process and insurance provision
- Manage IDRPs relating to officer and staff pensions
- Report to the PCC any unlawful expenditure or that which is likely to cause loss or deficiency

People (Office of the Police and Crime)

- All aspects of people management, human resources and learning and development planning, policy and procedures. Including the workforce plan of the Force
- Volunteer strategy, support and development
- Management and administration of a Custody Visiting and Animal Welfare visiting schemes
- Recruitment, performance appraisal and resignation of Chief Constable
- Consider and make recommendation to the PCC in relation to requests for financial assistance

Physical Assets

- Collection, analysis, maintenance and disposal of assets
- Management and maintenance of equipment
- ICT strategy, support and maintenance
- Estates strategy, including purchase and disposal
- Maintenance of information management and record keeping

Business Support

Legal Services

- Legal, drafting, advice and representation on all aspects of Commissioners responsibilities and activity
- Affixing of the common seal of the PCC on all contracts and deeds that require this
- Ensuring delegations are adhered to in relation to the letting award and signing of contracts.

Governance Services and Police and Crime Panel

- Administration and minute taking of all governance and leadership meetings
- Collation and distribution of agendas and reports
- Defining and compliance with terms of reference and standing orders
- Liaison with host authority for the panel for requests for information and attendance at meetings
- Recording and publishing all Commissioner decisions
- Publishing a schedule of meeting dates, venues and work programme for Commissioner
- Establishment and maintenance of an audit committee
- Determine the process of confirmation hearings

Professional Standards, Conduct and Complaints

- Processing, recording, active investigation and case management of all complaints to Commissioner
- Ensuring timely and successful resolution of complaints
- Tracking and monitoring all complaints
- Administration of the Police Appeal Tribunal (PAT)
- Determining and reviewing a code of conduct for Commissioner and Deputy Commissioner
- Establishing and administering complaints against the Commissioner and ensuring the panel is informed of all complaints

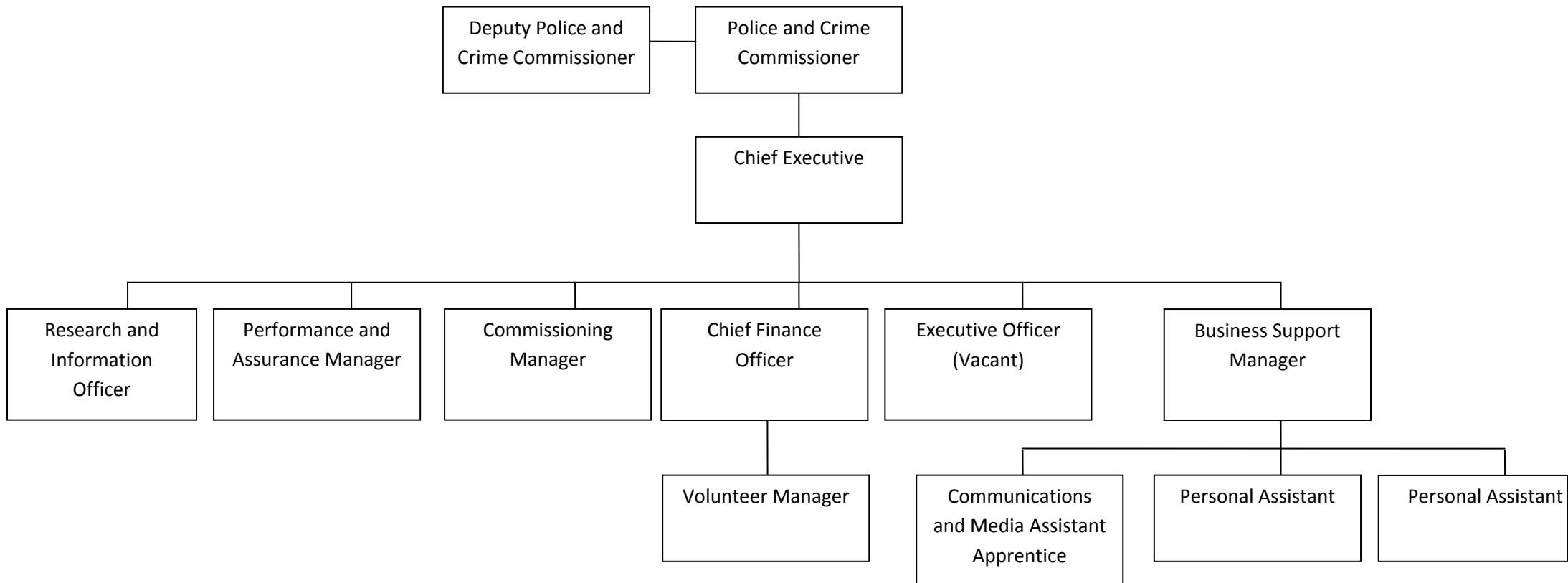
Administration and Executive Support

- Provide personal assistant support to Commissioner, Deputy Commissioner and executive leadership team
- Provide casework support to Commissioner and Deputy Commissioner to ensure a swift response and feedback on all actions arising from contact with the public, victims, stakeholders and partner organisations
- Recording and responding to all Freedom of Information (FOI) requests
- Compliance with Data Protection and Information security legislation, regulation and policy
- Monitoring of all health and safety incidents
- Maintenance of all information required to be published as specified by the Home Secretary for Policing Bodies (Specific Information Order 2010)
- Team administration to support wider functions

OFFICE OF THE POLICE AND CRIME COMMISSIONER NEW STRUCTURE CHART

APPENDIX B

The organisational Structure of the Office of the Police and Crime Commissioner is set out below:



Monitoring Action Plan

The action plan will be formally received on a quarterly basis by the Chief Executive. Monitoring reports will be submitted on a regularly basis to the Commissioner and Deputy Commissioner.

Action	Owner	Completion Date or Frequency
STRATEGIC OBJECTIVE: PROVIDE GOOD GOVERNANCE AND BUSINESS SUPPORT		
Establish and maintain a forward plan for governance meetings	Lisa Pearson	Quarterly
Commission Nottinghamshire County Council to provide administrative and governance support to local and regional meetings	Lisa Pearson	April 2014
Record, respond and monitor responses to all external correspondence, FOIs and complaints	Lisa Pearson	Routinely
Ensure all invoices are processed and paid promptly	Lisa Pearson	Routinely
Undertake diary tasks for PCC and Deputy PCC	Lisa Pearson	Weekly
Provide administrative support for the OPCC to ensure it operates smoothly	Lisa Pearson	Routinely 2014/15
Assist in organising conferences and other events to support delivery of the plan	Lisa Pearson	Routinely 2014/15
Undertake dip sampling of Nottinghamshire Police handling of complaints	Lisa Pearson	Monthly
Co-ordinate and ensure attendance of independent members at misconduct hearings	Lisa Pearson	Routinely 2014/15
Provide administrative support for Police Appeal Tribunals	Lisa Pearson	Routinely 2014/15
Administer pension forfeiture process and hearings	Lisa Pearson	When required
Assist with the administration of small grants, including distributing approval letters	Lisa Pearson	January 2015
Monitor delivery of the business plan	Lisa Pearson	Quarterly
Provide briefings to Deputy PCC on complaints and misconduct	Lisa Pearson	Bi-monthly
Maintain records for gifts, hospitality for PCC, DPCC, CEO and CFO	Lisa Pearson	Routinely 2014/15
Ensure declaration of interests are updated on an annual basis	Lisa Pearson	December 2014
Review and update governance information documents on an annual basis in consultation with Nottinghamshire Police	Lisa Pearson	Annually
Develop and monitor a strategic risk management plan	Kevin Dennis	Quarterly
Ensure regular supervision and PDRs for all staff	Kevin Dennis Charlotte Radford Lisa Pearson	Annually
Recruit to vacant posts	Kevin Dennis	November 2014
Produce an annual governance audit to support the production of statement	Karen Sleigh	February 2015
Ensure that the PCC is compliant with the Specified Information Order 2012	Lisa Pearson	Quarterly

STRATEGIC OBJECTIVE: PROVIDING VALUE FOR MONEY		
Provide an annual medium term financial plan	Charlotte Radford	January 2015
Produce and publish a set of public accounts to meet statutory deadlines	Charlotte Radford	September 2014
Produce and publish annual governance statement to meet statutory deadline of 30/09	Charlotte Radford	September 2014
Produce an annual treasury management strategy and maintain the Commissioner's bank account	Charlotte Radford	Annually
Manage and award the contract for insurance provision	Charlotte Radford	November 2014
Provide budget monitoring and strategic financial advice for the PCC	Charlotte Radford	Routinely 2014/15
Performance management and monitoring all collaboration agreements	Charlotte Radford	Monthly
Undertake all aspects of people management, human resources, learning and development planning, policies and procedure, including workforce plan	Charlotte Radford	Routinely 2014/15
Undertake the management and administration of a custody visiting and animal welfare scheme	Jackie Nash	Routinely 2014/15
Recruit, train and provide supervision to all volunteers	Jackie Nash	Routinely 2014/15
Manage asset and award small grants to support delivery against the Police and Crime Plan	Nicola Wade	February 2015
Commission and approve a programme of funding with the Safer Nottingham Board and the Nottingham Crime and Drugs Partnership to support delivery against the Police and Crime Plan	Nicola Wade	March 2015
Monitor and ensure all funding provided by the OPCC, partners and third sector achieves value for money and agreed outcomes	Nicola Wade	Quarterly 2014/15
STRATEGIC OBJECTIVE: PERFORMANCE MANAGEMENT AND ASSURANCE		
Agree a joint audit plan with Nottinghamshire Police	Charlotte Radford	March 2015
Manage mystery shopper scheme to assist with providing assurance on reviewing the effectiveness and efficiency of Nottinghamshire Police	Phil Gilbert	Routinely 2014/15
Monitor delivery against Police and Crime Plan on a quarterly basis	Phil Gilbert	Quarterly 2014/15
Produce Police and Crime Plan including setting performance measures and targets	Phil Gilbert	December 2014
Undertake a review of priority plus areas to assess effectiveness and provide recommendations for future	Karen Sleight	October 2014
Attend Force and Divisional performance boards to maintain oversight in policing	Phil Gilbert	Monthly 2014/15

PCC DELIVERY PLAN - 2014-15 (AUGUST 2014)

	Organis ation	REF	THEME	MAIN ACTION	6 month update 1st Lead
80	Commis sioner	PL1-C01	Pledges	Campaign against Government funding cuts to Nottinghamshire's Police and Crime Budget	The whole of Government and Governmental departments are having to reduce the service provided and find other ways of working (eg through shared working practices). Policing has not been exepmted from this. However, we are not starting from a level playing ground. Notts was already losing out because the funding formula had not been fully implemented. The PCC has challenged this. A review of the current funding formula is in process and both the PCC and the CFO are part of the national working groups in relation to this. In the meantime, all possibilities to change the way we work and reduce costs are being considered and actioned.
83	Commis sioner	PL4-C02	Pledges	Give extra priority and resources to domestic violence and crimes against girls and women	The Commissioner has prioritised this area. He has funded a new medium risk service as well as new teen support and McKenzies Friend services. He has also secured additional MoJ funding to support delivery of healthy relationship programmes to female survivors of all ages and to pilot group therapeutic work.
84	Commis sioner	PL5-C03	Pledges	Ensure that victims of crime are treated as people, not cases, and Victim Support is properly funded	The Commissioner has actively consulted with victims about what future services should look like. As a result of this feedback he is at the time of writing commissioning a victim-centred core support service for victims which will ensure that victims are in control of the support that they receive. He has also provided Victim Support with additional funding during 2014-5 to ensure that their support for victims of anti-social behaviour is city and county wide.
85	Commis sioner	PL6-C04	Pledges	Be fair, honest and protect taxpayers' money	All decisions in relation to the use of public money for policing are made public on the PCC website. In addition to this the PCC has regular meetings throughout the year with stakeholder representatives offering the chance for their views and inputs to be taken into account. The public meetings, community engagement events and walkabouts also provide the PCC with the opportunity to listen to the public views. Value for money is at the heart of every decision and this is demonstrated in the VFM opinion given by external audit each year. This will be reported to the Audit & Scrutiny meeting in September.
1	Commis sioner	T1-C01	1. Protect, support and respond to victims, witnesses and vulnerable people	C - Complete the County wide review of domestic violence services to provide recommendations to improve services	
2	Commis sioner	T1-C02	1. Protect, support and respond to victims, witnesses and vulnerable people	C - Design and commission core and targeted services for victims	During 2014 we commissioned independent research to find out what victims, and the people that work with them, think about current services and what future services should look like. We published and consulted on a draft Victims' Strategy and delivery model and incorporated consultation findings into our final Strategy and delivery model for victims' services. We developed a specification for a core victims service which will support all victims of crime as well as victims of anti-social behaviour, hate crime incidents, identity theft and road traffic collisions. The specification has been published as an invitation to tender in OJEU, with the contract awarded in December 2014. Separate specialist services for domestic abuse survivors and victims of sexual violence will be commissioned separately, with partners as far as possible. National support services are commissioned nationally for relatives bereaved by homicide.
3	Commis sioner	T1-C03	1. Protect, support and respond to victims, witnesses and vulnerable people	C - Improve BME recruitment, training, stop and search experience of policing together with implementing the commissioned research recommendations	Following the commissioned research and report of July 2013, a BME Steering Group has been established to oversee the implementation of the recommendations being taken forward by the Working Group. Significant changes have been made in relation to stop and search procedures and governance. A database has been developed which affords greater scrutiny for supervisors and managers. Extensive work has also been undertaken to increase BME representation resulting in a significant increase in BME Police officer recruitment i.e. from 4.69% inn 2013 to 15.62% in 2014.
4	Commis sioner	T1-C04	1. Protect, support and respond to victims, witnesses and vulnerable people	C – Improve support for young victims of crime, safeguarding children and vulnerable adults	The Commissioner has grant funded a number of voluntary sector led projects to improve support for young victims of crime. These include funding a city and county wide service to support teenage survivors of domestic abuse, counselling support for young victims of sexual violence, and group work with vulnerable young women. He has also funded an initiative to help professionals working with children identify child sexual exploitation and a project to provide very vulnerable victims with intensive support. Young people were actively involved in the victims' consultation mentioned above and helped to shape the future of victims' services.

PCC DELIVERY PLAN - 2014-15 (AUGUST 2014)

	Organis ation	REF	THEME	MAIN ACTION	6 month update 1st Lead
5	Commis sioner	T1-C05	1. Protect, support and respond to victims, witnesses and vulnerable people	C – Work in partnership to ensure vulnerable people are dealt with more appropriately under Section 136 of the Mental Health Act 2007	
6	Commis sioner	T1-C06	1. Protect, support and respond to victims, witnesses and vulnerable people	C- The Force and Partners should place a greater focus on identifying and understanding new and emerging communities (e.g. Sherwood and Hyson Green) and change its data recording systems to facilitate analysis of both victims and offenders by including 'Country of birth'. This will assist in identifying white Europeans from Eastern Europe.	The Commissioner has led a 'European Migration Seminar: New and Emerging Communities. This seminar provided an opportunity to discuss those issues that stakeholders and partners understand as the challenges in the way we currently deliver services and help identify ways to improve policies and operational changes. This is of crucial importance if we are to make the best use of limited financial resources. The Commissioner will be chairing a new Multi-agency group to draw together key activities which will further support our understanding of new and emerging communities, this will be further supported by bespoke academic research.
7	Commis sioner	T1-C07	1. Protect, support and respond to victims, witnesses and vulnerable people	C - The Commissioning Officer for the PCC should ensure that the findings of the former Police Authority's scrutiny into Domestic Abuse are considered and addressed as part of the new commissioned services for victims and witnesses.	The findings were considered and incorporated into the County Domestic Violence Review. This was published in April and discussed at a widely attended domestic violence conference hosted by the Commissioner in May 2014.
15	Partners	T1-P02	1. Protect, support and respond to victims, witnesses and vulnerable people	P - Improve witnesses and victims' experience and participation levels in the Criminal Justice System by removing barriers	Phil - do I need to put anything here? This is not our responsibility - anyway my response would be the same as that in the cell below. Nicola
17	Commis sioner	T2-C01	2. Improve the efficiency, accessibility and effectiveness of the criminal justice process	C - Implementing Restorative Justice Strategy and Action Plan, covering training gaps in Criminal Justice and other issues	Independent consultants were appointed in 2013/14 to develop an RJ Strategy, including making recommendations with regard to staff training etc. This work has been overseen by a multi agency steering group and final consultancy report is to be sent to OPCC by the end of August. This project is on track for completion with timescales.
18	Commis sioner	T2-C02	2. Improve the efficiency, accessibility and effectiveness of the criminal justice process	C - Seamless support for victims and witnesses going through the Criminal Justice System	The Deputy Commissioner is chairing a task and finish group under the umbrella of the Local Criminal Justice Board's Victims and Witnesses Board. The Task and Finish Group is scrutinising how well the Code of Practice for Victims of Crime 2013 is being implemented and identifying action that needs to happen to ensure that the Code is fully implemented in future. Once fully implemented, the Code will improve the efficiency, accessibility and effectiveness of the criminal justice process. - Phil ideally you should check with this Chris as I haven't been involved in this work.
23	Partners	T2-P01	2. Improve the efficiency, accessibility and effectiveness of the criminal justice process	P - Expose opportunities to involve victims of anti-social behaviour and crime in neighbourhood justice	There has been progress made in the County Wide Anti-Social Behaviour Transition Board to indentify resolutions for community triggers and community resolution. There has been a role out of training provided to key stakeholders and further mapping of case studies to provide information for stakeholders to understand what positive measures are in place by agencies.
24	Commis sioner	T3-C01	3. Focus on priority crime types and those local areas that are most affected by crime and anti-social behaviour	C - Continue to support partnership working on high impact neighbourhoods across the City and partnership priority areas across the County	The level of funding to the Crime and Drugs Partnership and the Safer Nottinghamshire Board has remained at the same level as 2013-4. This supports partnership working on high impact neighbourhoods in the City and has invested funding into a higher number of priority plus areas in the county.
25	Commis sioner	T3-C02	3. Focus on priority crime types and those local areas that are most affected by crime and anti-social behaviour	C - Rollout improved public transport safety schemes including the Safer Cab Scheme	In 2013, Nottingham Citizens lobbied the Commissioner to establish a CCTV scheme in Taxis to advance safer travel especially students. A survey undertaken by Nottingham Citizens had identified high levels of unreported hate crime and CCTV was considered a necessary solution to prevent this. Following extensive partnership working and negotiations throughout 2013-14, the CCTV Taxi voluntary scheme was launched in June 2014. The first 100 Hackney Taxi drivers pay £100 to join the scheme and in return they receive free fitting of a state of the art digital CCTV system which protects both driver and passenger. Todate 11 Taxi Drivers have taken up the scheme and action is being taken to increase the take up.

PCC DELIVERY PLAN - 2014-15 (AUGUST 2014)

	Organis ation	REF	THEME	MAIN ACTION	6 month update 1st Lead
26	Commis sioner	T3-C03	3. Focus on priority crime types and those local areas that are most affected by crime and anti-social behaviour	C - Work with partners to protect local natural environments from issues of trespass, damage and wildlife crime and tackle rural crime of theft and improve cross border working	Phil - I don't know anything about this. I asked Kevin who said for you to ask Karen. I believe there is a rural crime conference in November, but that's all I know.
27	Commis sioner	T3-C04	3. Focus on priority crime types and those local areas that are most affected by crime and anti-social behaviour	C - The Commissioner to consider establishing a victim based crime reduction target especially for violence.	A new target has been introduced - "A reduction in Victim-Based Crimes compared to 2013/14" as well as "The detection rate (including positive outcomes) for Victim-Based Crime". A reduction in repeat victims of DV and Hate crime have also been introduced.
28	Commis sioner	T3-C05	3. Focus on priority crime types and those local areas that are most affected by crime and anti-social behaviour	C - With the prospect of further budget reductions there is potential to exploit technology much more than exists as present e.g. greater use of CCTV and ANPR to collect evidence and share the cost of monitoring across Nottinghamshire.	A number of meetings have been held to consider how CCTV could be further utilised. TS: Community Safety Team would be OK to host this scheme – if it went ahead. Highways are prepared to be involved. Cost would be done on individual lamppost basis and be between approx. £250 and £1000. Each application would need to be assessed – could take up to one month but would try to fast track this whenever possible. Some lampposts are incapable of having camera attached – due to their physical state. The ones that are cheapest/easiest to attach camera are those with a “blue tag” – as these are the ones that are already wired up to take Christmas lights – so CCTV could use this existing connection and the lamppost will have already been assessed
33	Commis sioner	T4-C01	4. Reduce the impact of drugs and alcohol on levels of crime and anti-social behaviour	C - Jointly commission substance misuse services	
34	Commis sioner	T4-C02	4. Reduce the impact of drugs and alcohol on levels of crime and anti-social behaviour	<u>C - Lead the implementation of the Alcohol Strategy and Action Plan</u>	
41	Commis sioner	T5-C01	5. Reduce the threat from organised crime	C - Develop options for local and regional serious and organised crime strategies to tackle, cybercrime, fraud, money laundering, sexual exploitation and human trafficking	There has been work to identify local approaches with the region and there is further work identified to support the regional PCCs with tackling local and regional serious and organised crime. There has been a review of the Strategic Policing Requirement by HMIC, and an update of progress of delivering the Requirement has been presented by the Force in the Police and Crime Needs Assessment. The Commissioner has responded to the Strategic Policing Requirement Inspection and the Inspection on Public Order, which are published on the HMIC website and the Commissioners website as per the statutory responsibility to prepare comments outlined in Section 55(5) of the 1996 Police Act.
42	Commis sioner	T5-C02	5. Reduce the threat from organised crime	C - Encourage greater regional collaboration between Forces for crime, criminal justice and operational support	Paddy now chairs the Regional PCC panel and across the region there are several projects underway. Some have funding from the HO innovation fund.
43	Commis sioner	T5-C03	5. Reduce the threat from organised crime	C – Improve multi-agency demand profiling of impacts and resources of increases of new and emerging communities within the City and County	There has been a regional research project conducted on 'The Impact of International Migration on the East Midlands' and also there has been a piece of work conducted for the Commissioner by the CDP 'Examining Crime, Ethnicity and Gender in Nottingham'. These will for part of the evidence base for the Police and Crime Needs Assessment.
44	Commis sioner	T5-C04	5. Reduce the threat from organised crime	C - Promote activities to build active communities to improve relationships and community cohesion	See cell below.
45	Commis sioner	T5-C05	5. Reduce the threat from organised crime	C - Support the Ending Gang Partnership programme and enhance community involvement	The Commissioner has continued to invest into the Ending Gang Youth Violence Programme. The programme has a strong community cohesion elements, including delivery of community based projects to divert gang members away from a life of crime, a small grants fund to support community engagement and a cohesion worker.

PCC DELIVERY PLAN - 2014-15 (AUGUST 2014)

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46	Commis sioner	T5-C06	5. Reduce the threat from organised crime	C - The Force should place an even greater focus on identifying, obtaining intelligence and targeting serious and organised crime groups.	The Police and Crime Needs Assessment will identify the key issues of threat, harm and risk around intelligence and serious and organised crime.
53	Commis sioner	T6-C02	6. Prevention, early intervention and reduction in reoffending	C - Provide positive activities for young people at most risk of getting involved in offending and anti-social behaviour	In the city the Ending Gang Youth Violence Project supports young people involved in gangs with diversionary activity. In the County the Commissioner has invested £156,000 into targetted youth support. In addition, the Commissioner has grant funded a number of projects providing diversionary activity for young people at risk of offending or anti-social behaviour, including a football related project and a community improvement project.
54	Commis sioner	T6-C03	6. Prevention, early intervention and reduction in reoffending	C - Work in partnership to address the mental health needs of offenders and victims	
55	Commis sioner	T6-C04	6. Prevention, early intervention and reduction in reoffending	C – Work with local partners and MOJ officials to ensure transforming rehabilitation to have a positive impact locally	There has been an ongoing liaison with MoJ officials with regard to the ‘Transforming Rehabilitation’ changes to presentation. Key meetings have taken place between the new CRC Chief Executive. It is likely that the announcement of the successful provider for Notts, Derbyshire, Leicestershire and Rutland contract will be made in mid October 2014. The new provider will ?? key responsibilities in mid February 2015.
56	Commis sioner	T6-C05	6. Prevention, early intervention and reduction in reoffending	C - Ensure that Community Resolution is evaluated in 2014 to assess whether it is an effective disposal method in terms of meeting victim needs and levels of recidivism compared to former methods and specifically for shop theft.	Email to KD with a request on new lead officer?
57	Commis sioner	T6-C06	6. Prevention, early intervention and reduction in reoffending	C - Research be undertaken to better understand why 63 shoplifting offenders committed and received a positive disposal for 5 or more offences within a 12 month period.	Research undertaken and Retail Crime Event held in June 2014 where findings reported. A number of recommendations will be taken forward including a trial of 10 GPS electronic tags to control and monitor activity of persistent shoplifters. The Commissioner has written to the Justice Secretary with a request that legislation be changed to allow for compulsory wearing of GPS tags currently worn on a voluntary basis.
62	Partners	T6-P02	6. Prevention, early intervention and reduction in reoffending	P - Expand the use of restorative justice by partners and ensure consistent application of practice	Following the completion of the RJ consultancy project as described in action 17 the OPCC is intending to go out to tender to commission a new restorative justice service for Nottinghamshire from 1st April 2015. This project is on track for completion within timescales
63	Partners	T6-P03	6. Prevention, early intervention and reduction in reoffending	P - Provide support to complex and priority troubled families	Phil - we don't do anything in this area and Paddy has previously said he didn't want to put money into this work, he sees it as the role of local authorities.
64	Commis sioner	T7-C01	7. Spending your money wisely	C - Achieve greater financial savings from regional collaboration	Linked to the point above. The region has been required to deliver savings against its core budget and from the projects being proposed. Specifically a hree force collaboration on Police Buisness Services is estimated to deliver significant savings over the medium term.
65	Commis sioner	T7-C02	7. Spending your money wisely	C – Coordinate the rationalisation of the Force's property estate, working with partners to maximise integrated working, and rationalise the vehicle fleet whilst continuing to improve quality, suitability and performance	This is an ongoing piece of work in which solutions with local authority, NHS and others co-locate. Where co-location is not possible other methods of working are explored - eg drop in places for officers and improved mobile working through It investment.
66	Commis sioner	T7-C03	7. Spending your money wisely	C - Develop a regional transformational programme of change to deliver value for money	There is a significant regional change programme in the process of rolling out. It will significantly change where support services are delivered from and already most of the police specialist services are provided this way.
67	Commis sioner	T7-C04	7. Spending your money wisely	C - Implement and promote the Social Responsibility Strategy	The Strategy has been drafted with a supporting Action Plan to be delivered. This Strategy will be launched in October.
68	Commis sioner	T7-C05	7. Spending your money wisely	C - Implement the commissioning strategy to target resources to local communities to help resolve local problems	A Commissioning Framework has been drafted which will be finalised and published during October. The Framework sets out how the Commisisoner will target his resources.

PCC DELIVERY PLAN - 2014-15 (AUGUST 2014)

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69	Commis sioner	T7-C06	7. Spending your money wisely	C - Recruit more volunteers, including cadets, Rural Specials, Specials, volunteer PCSOs, and Neighbourhood Watch	<p>SA: Following focused recruitment, 87 new PCSOs were hired. There is a pool of individuals currently in the selection process, so I am confident we could achieve the 100 target without the need to advertise again.</p> <p>At the end of July we have as follows:</p> <ul style="list-style-type: none"> • 289 Specials, this is a decrease of 90 since 31st March 2013 • 220 Volunteers, this is an increase of 66 since 31st March 2013 • 67 Cadets, this is an increase of 67 since 31st March 2013 <p>Our recent focus within this area has been with the recruitment of Cadets which accounts for the increase of 67.</p> <p>We have as a result focused less resources on the proactive recruitment of Specials and Volunteers which is reflected within the figures.</p> <p>In addition Special numbers have been depleted by Specials leaving to become Officers which is the result of the Officer recruitment activity and also activity to remove Specials who could not meet the required hours commitment.</p>
70	Commis sioner	T7-C07	7. Spending your money wisely	C - The PCC should consider revising the existing funding arrangements so that each CSP is required to submit bids for funding with delivery plans setting out how they intend to tackle one or more of the top 3 issues. Funding allocation should be aligned to both performance and community protection issues deemed to be high priority.	<p>Phil - this isn't in the plan! Kevin said to go back to you. A review of Priority Plus Areas has been conducted with partners in the county.</p>
76	Force	T7-F06	7. Spending your money wisely	F - The analytical capacity across the Police and Partnership should be reviewed to establish if there are opportunities to pool resources, improve the sharing of intelligence, and avoid duplication so as to provide speedy and well informed analytical products.	Not Started