

THE POLICE & CRIME PLAN

2018 - 2021



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Commissioner's Foreword



In my second term as Nottinghamshire's Police and Crime Commissioner I'm optimistic about the future. This new plan revisits my original aspirations, balancing them against the new and emerging pressures of today including our on-going financial constraints, to keep my policing and wider community safety goals on course for success.

Since my last plan there have been significant changes to the chief officer team: the appointments of our new Chief Constable, Craig Guildford,

Deputy Chief Constable Rachel Barber and two Assistant Chief Constables, Stuart Prior and Steve Cooper.

Unfortunately, the financial climate continues to challenge us. Public bodies, including Nottinghamshire Police, are managing with less funding and resources to do the job that needs to be done. Austerity has run for a decade and looks set to run for a similar period.

Nationally, £2.3 billion has been cut from police funding since 2010 which equates to a 25% reduction. There are now 20,000 fewer police officers on our streets which is the lowest level for 30 years. In Nottinghamshire, the picture is much the same with £54m wiped off the force budget during that time – also representing a 25% cut. Regrettably, there are still further savings to be made.

However, both the Chief Constable and I remain committed to a strong neighbourhood policing presence and to partnership working with the public, private and third sectors to maintain a strong response to local problems.

We are both keen to grow the number of police officers in Nottinghamshire to

a figure approaching 2,000 over the next two years from 1840 at the beginning of this year.

Working with the Chief Constable, I intend to maintain 200 PCSOs, reduce the number of supervisory roles and increase frontline staff and resources to deliver a better service to local people. These changes will be backed by investment in new technology.

Crime levels have fallen over the past thirty years. However, there are indications that they are beginning to rise again. In context, Nottinghamshire Police has continued to improve its compliance with national crime recording standards which has led to many more incidents being recorded. Locally and nationally changes to recording practices have led to significant rises.

Nevertheless, there are some areas where I am keen to see more crimes reported and recorded. Victims are now more willing to report serious sexual assaults and rape. The recording of domestic violence continues to increase through our focus on supporting victims. In both areas, however, there is further work to do.

Meanwhile, hate crime and modern slavery pose new risks to safety and deserve specialist care and resources to encourage victims to seek help. For this reason, these areas remain top priorities.

I take the view that every resident in Nottinghamshire, whatever their background or neighbourhood, deserves to be treated with respect.

The financial pressures affect us all, including our partners. However, the police are often confronted with even higher demands by the nature of their 24-hour service and the volume of calls received to deal with issues not strictly within the remit of crime or threats to safety.

With limited resources the need to prioritise activities is paramount. I don't think anyone would disagree that we should support the vulnerable first, those who face the highest level of threat risk or harm.

However, receiving a telephone call from such a victim is often too late, so we need to find ways of identifying neighbourhoods where crime, harm and vulnerability is concentrated and then work with partners to tackle the root causes through problem-solving.

This is where neighbourhood policing and partnership working can be most effective in tackling crime and harm in our communities.

Domestic violence, hate crime, cybercrime, modern slavery and child sexual exploitation continue to be priorities but there is more work to be done to deter and stem a growing trend of young people carrying knives and that's why I will be working closely with partners to develop a joint 'Lives Not Knives' project.

We also need to continue to tackle the drivers of crime such as problematic alcohol use and other substance misuse, mental health and of course reduce reoffending.

I understand that Nottinghamshire residents want to feel safe and secure in their homes and streets. They want strong, safe and cohesive communities where they can bring up their children and families.

This is why our focus should firstly be to protect people from becoming victims through effective prevention work and secondly offering the best support possible in situations where

people have suffered through crime to prevent repeat victimisation.

However, if we are to achieve this and deliver quality policing, we need to transform our services to ensure we are using our finite resources in the most efficient and effective way.

Finally, I want to thank all the police officers, PCSOs, police staff, Special Constables, Volunteers, partners and community groups who have been working hard to keep us safe. Your dedication and passion is the lifeblood of effective policing and will drive our future success.



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

Chief Constable's Commitment



I was delighted to be appointed as Chief Constable of Nottinghamshire Police in 2017, and have been impressed by the commitment shown by officers, staff, and Partners, to keeping our communities safe.

Policing is still under considerable financial pressure: I am committed to working with the Commissioner to deliver the very best value for money service to our communities, focusing on the inefficiencies within the service to reinvest in front line delivery.

The profile of policing has changed with an increasingly complex nature of demand placed upon the public service as a whole. This highlights the balance required between traditional patrols and innovative solutions to

address new crime types, such as the recruitment of graduate investigators into specialist roles. This will ensure we have the right skills within force to address these areas.

Societal behaviour previously acceptable or hidden is changing. These have had tangible impacts on our communities, and I am committed to addressing these issues as behind each historic case is a victim who deserves a good service.

Our commitment to this is demonstrated by integrating and mainstreaming our historic sexual offences investigation team into our Public Protection Department: ensuring that all victims are recognised and provided a service.

This changing landscape of demand highlights our increasing focus on vulnerability, and the changing nature of this within our communities. I am committed to recognising and providing a service to these areas of work in line with the strategic priorities of the Commissioner, therefore Modern Slavery, Mental Health and Knife Crime, all have dedicated teams to address the harm these cause.

We all have a role to play in making our communities safer and complimentary approaches to measuring the harm within our communities will be important to ensuring that the right resources are in the right place at the right time, focusing on local delivery and accountability.

Working with partners is crucial, with the introduction of School Early Intervention Officers being an indication of my commitment to this, ensuring a holistic approach to crime prevention and safety for our communities. This compliments my heavy investment in Integrated Offender Management.

To support our local delivery and recognising that crime is borderless, will ensure that we work with our regional colleagues and crime partners to protect and investigate crime, ensuring that this supports our local priorities and provides value to the citizens of Nottinghamshire.

I intend to establish a City and County burglary reduction team and invest more officers in neighbourhood policing, response and the criminal investigation department.

My Delivery Plan will ensure that the Commissioner's Police and Crime Plan is monitored and achieved.

A handwritten signature in black ink, appearing to read 'C. Guilford'.

Nottinghamshire's Chief Constable:
Craig Guilford

Introduction

This is the Commissioner's first Police and Crime Plan following his second election in May 2016 which sets out his ambitions to be achieved over the next few years.

His vision is to work with you, the Chief Constable and Partners for a safer Nottingham and Nottinghamshire. He has four main strategic priorities:

- Protecting People from Harm
- Helping and Supporting Victims
- Tackling Crime and Antisocial Behaviour
- Transforming Services and Delivering Quality Policing

This plan explains what can be expected from policing and community safety across Nottinghamshire over the next few years.

For each of the four strategic priorities the Commissioner has set four strategic outcomes and he invites Partners, the voluntary sector and relevant agencies to also work toward these outcomes to make Nottingham and Nottinghamshire safer

A raft of activity will be undertaken through Diversion, Enforcement,

Education and Prevention and also through bringing together communities, the voluntary sector and relevant agencies to ensure that complex problems are addressed through effective Partnership working.

Pledges

The Commissioner made seven pledges during his election campaign, which are now at the centre of this new plan. They are:

- Commission first class services for victims of crime, ensuring they have a voice and are treated with dignity and given the right support.
- Remain steadfast in my determination to tackle domestic abuse and violence, crimes that wreck lives yet are still under reported.
- Demonstrate to people who suffer hate crimes because of their gender identity, race, religion, sexual orientation, beliefs or disability that they won't go unheard and I will work with the Chief Constable to ensure those who perpetrate it are brought to justice.
- Keep my promise that victims of historic abuse in local children's



homes receive the support and public inquiry they deserve.

- Ensure Nottingham and Nottinghamshire is best protected from terrorism by working closely with the Chief Constable, ensuring the force has the resources it needs to combat any threats and reassure the people who live, work and visit our City and County.
- Work with partners to ensure we are doing all we can to safeguard young people both online and on our streets.
- Work closely with the Chief Constable to ensure neighbourhood policing remains at the heart of Police services

in Nottinghamshire and where every community has a voice.

The Commissioner intends to honour his pledges and has nominated lead officers to ensure that appropriate action is undertaken.

Consultation

Throughout the year the Commissioner has been out and about throughout the City and the County meeting and listening to elected members, senior and junior Police officers and Police staff, Police volunteers, stakeholders, faith groups, victims of crime, partners and most

importantly members of the public. He has undertaken walkabouts, attended and been represented at various summer carnivals and festivals (where surveys were undertaken and analysed) and held numerous one-to-one meetings.

In December 2017, two major stakeholder events were held specifically to gain a better understanding of what the Commissioner should prioritise in his new plan.

The feedback from these specific meetings and information received by the Commissioner throughout the year has helped to shape this new Police and Crime Plan.

The Commissioner's Consultation and Engagement [Strategy](#) published in May 2016 provides further comprehensive information on the various ways the Commissioner and his office consults and engages with the communities.

Demographics

Nottinghamshire is a diverse City and County. It has a mixture of affluent communities and those developing from being former mining areas. The County's major urban area of the City and surrounding conurbation is mainly in the

south with the majority of the north and east of the County being rural.

There is a population of approximately 1.14 million within the City and County. Nottinghamshire is one of five regional forces in the East Midlands and works closely with the other four to provide a seamless and efficient service. The table below provides a population breakdown by Local Authority Area.

Local Authority	Population
Nottingham	325,282
Ashfield	124,482
Bassetlaw	114,847
Broxtowe	112,671
Gedling	116,501
Mansfield	107,435
Newark and Sherwood	119,570
Rushcliffe	115,204
Total	1,135,992

The 2011 census data shows the Black & Minority Ethnic (BME) population in Nottinghamshire to be 11.2%. The City area has a significantly higher BME population at 28.5% although midterm population estimates identify that this proportion has increased significantly.

In terms of faith, the Census 2011 data identifies (in rank order), that 56.5% of the population are Christian, 30.9% have no religion, 7.1% did not state their religion, 3.1% are Muslim, 0.7% are Hindu, 0.7% Sikh, 0.4% Buddhist, 0.4% Other religion and 0.2% are Jewish.

Our Values

The Commissioner's has adopted the Force's PROUD core values:

- Professional
- Respect for All
- One Team
- Utmost integrity, trust and honesty
- Doing it differently

Police officers, Police staff, NOPCC staff, PCSOs, Special Constables and Volunteers will undertake their work underpinned by these values and in doing so will help to improve trust, confidence and legitimacy in policing.

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.

Police and Crime Needs Assessment (NPCNA): Key Points

The NPCNA for 2017 has been produced in collaboration with the Police, local crime and Community Safety Partnerships and other relevant stakeholders and informed by a range of local and national data sets and consultation and engagement findings.

The NPCNA report is located on the Commissioner's [web site](#).

The report identifies that significant progress has been made since 2006 in reducing crime, identifying and supporting vulnerable victims and improving the transparency and accountability of public services. Evidence suggests however, that aspects of performance have plateaued both locally and nationally since 2014.

Government austerity and organisational reform have impacted most notably upon

prevention and early intervention activity, development of intelligence and pro-active policing capability. Reduced Government funding to the public sector more generally has impacted on our ability to invest in early intervention and preventative activities as well as proactive policing.

Service pressures are also evident across areas of increasing demand, such as public protection, mental health support and domestic and sexual abuse support services.

Victimisation surveys indicate that the long term reductions in crime and ASB in Nottinghamshire have now levelled off and in 2016/17 some crime types have started to increase i.e.:

- Serious acquisitive crime
- Cyber-related crime
- High harm violent crimes
- Weapon-enabled violence

Hospital admission and Accident and Emergency data indicate that overall levels of violence with injury continued to fall in 2016/17.

Self-reported experience of acquisitive crime captured via the CSEW showed a further 10% reduction during 2016/17 continuing the trend seen since 1995. It



should be noted, however, that while the CSEW remains a reliable indicator of long term trends, it cannot provide an early indication of new and emerging trends on account of the time lag arising from a 12 month recall period for those surveyed.

On balance, the recorded crime picture provides a strong indication that acquisitive crime may now be increasing after a long period of decline.

Vehicle crimes (thefts of and from vehicles) recorded by Police saw no significant change locally during 2016/17

(+/-0%) compared to an 11% increase nationally. However, emerging trends from April 2017, show marked increases in both theft of (+21%) and theft from (+5%) vehicles in Nottinghamshire which reflect national trends and appear set to continue during the year. Despite this emerging picture, Police recorded vehicle crimes in the area remain below both the England and Wales and most similar force average.

Risks relating to youth offending and emerging crime groups with involved

knife-related violence and distribution of illicit drugs remain a key concern.

Evidence suggests that serious acquisitive and cyber-related offending is rising.

The PCNA identifies a number of cross-cutting issues

and risks that are likely to impact on crime and community safety across Nottinghamshire in 2018. These include:

- Rising levels of vulnerability and complex need seen across local authority, Police, offender management and victim services
- Increasing levels of victim disclosure and identification of high risk hidden harm placing increasing pressure on local investigation and victim support services
- Gaps in youth support, engagement and early intervention, including responses to online safety, child sexual exploitation and weapon enabled violence
- Growing reach and sophistication of organised crime, particularly in exploiting technology and opportunities within the cyber sphere to progress their offending

- Increasing capacity constraints in the provision of mainstream services to the public in view of the breadth of public priorities and policing mission

The following sections provide further context taken from the PCNA to explain why the Commissioner has chosen these particular strategic priorities and the action he intends to take.

Protecting People from Harm

The Commissioner will take action to ensure that vulnerable people are protected and safeguarded; that new serious and emerging threats are dealt with and that key drivers of crime and demand are addressed supported by information sharing agreements to aid partnership working.

Tackling Modern Slavery

Victims of labour exploitation are predominantly mature males who have been lured to the UK for employment but forced to work long hours for minimal rewards. Several victims have been identified as vulnerable through their drinking habits.

Cases are generally identified among low skilled and unregulated service sectors such as construction, hospitality, agriculture, food packaging and car washes.

The use of violence, firearms and knives among Organised Crime Groups (OCGs) which can be used to threaten, intimidate, coerce and exert control over vulnerable people remains a significant concern.

Examples of trafficking and Modern Slavery have been identified within Nottinghamshire and are expected to increase over the next year alongside improvement in partnership working, referral processes and intelligence.

It is widely recognised, however, that the majority of cases continue to go unreported to local enforcement agencies and the National Referral Mechanism. While a clear focus on vulnerable victims of CSE and modern slavery is emerging across the area, there are clear opportunities to strengthen both the perpetrator and location-based interventions.

All of the organised crime groups identified in Nottinghamshire as being involved in Human Trafficking and Modern Slavery are Foreign National Offenders

involved in labour exploitation or sexual exploitation through prostitution.

Victims of sexual exploitation are most commonly women and children, with many being forced to work the sex trade before coming to the UK.

Safeguarding Adults and Children

The number of Child Sexual Exploitation (CSE) crimes recorded by Nottinghamshire Police increased from 2 to 186 in 2016/17, largely due to improvements in recording practices, greater vigilance and more survivors feeling encouraged to speak out.

Police intelligence suggests that CSE is occurring across all areas of Nottinghamshire with more notable concentrations of higher risk contact cases in the City, and online CSE in the Mansfield and Ashfield areas.

Local practitioners continue to highlight emerging risks to young people in respect of technologically-assisted harmful sexual behaviour (TA-HSB) and risks relating to malicious online communications, harassment via social media and the sharing of indecent images.

NSPCC's annual review of the Child line service in 2016/17 found that 'sexting' was the most commonly viewed information and advice topic on the website, having risen by 20% during the year to 221,840 views.

The number of forced marriage (13) and so called 'honour' based violence (82) offences recorded by Nottinghamshire Police increased significantly in 2016/17 from 41 to 95. This was largely affected by changes in referral and recording practices and increases in confidence among victims reporting these crimes.

2016/17 saw further improvements across a range of protective factors associated with crime and vulnerability among young people. These included improvements in the assessment, identification and response to child safeguarding risk, further long-term reductions in drug use and 'binge drinking' among young people and sustained reductions in the number of first time entrants into the youth justice system.

Despite these positive trends, risk of serious harm increased over the last year alongside the national emergence of a culture of knife possession and involvement in local emerging crime networks among a minority of most

vulnerable and marginalised young people.

Use of social media in the perpetration and organisation of youth offending also remains a significant concern. In addition these risks are increased due to the technologically advancements which assist harmful sexual behaviour.

Demand in these areas, particularly relating to safeguarding vulnerable adults is likely to continue to increase over the coming years in view of the aging population, increasing mental health-related needs and responsibilities for local agencies under the Care Act 2014.

Mental Health Complex Needs

Service providers have seen increases in the number of service users presenting with multiple complex needs, which include mental health-related need, financial hardship, alcohol-related harm and problematic substance use.

Mental health related needs and the demands they present on local agencies continue to increase. Despite relative improvement across many social and economic factors, some aspects of complex need appear to be increasing, including levels of rough sleeping and other associated vulnerability factors.

Rising levels of victim disclosure and improvements in the identification of risk are leading to rising pressure on specialist victim support services, particularly domestic and sexual abuse, mental health and therapeutic support.

The proportion young offenders with complex needs and vulnerabilities linked to mental health, substance misuse and family and relationships has increased.

Missing Persons

Nottinghamshire Police receive high volumes of additional non-crime related 'calls for service' each year which include calls for assistance from other agencies and checks for safety and wellbeing.

Missing and absent person incidents reported to the Police (6,670) saw no overall change in 2016/17, the number of high risk missing person incidents (750) fell by around 14%. The number of incidents involving adults (2,552), however, increased by around 9%, compared to a 5% incidents involving people aged 17 and under (4,122).

Although many people who go missing are found safe and well, missing persons are often amongst the most vulnerable of people who may be experiencing difficulties in their personal lives, suffering



from mental illness or be vulnerable to harm and exploitation.

The risk of vulnerable individuals (including those missing) becoming subject to social and other pressures that may result in their radicalisation and this remains a significant risk, particularly among marginalised groups, such as those in prison and disengaged young people. Early identification of these

individuals will prevent incidents and help safeguard communities.

Substance Misuse/NPS

Substance misuse remains a significant factor linked to complex need, organised crime, violence, antisocial behaviour (ASB) and acquisitive crime in Nottingham and Nottinghamshire. Local data indicates

that the number of heroin users accessing drug treatment in the City has been increasing steadily since April 2017, with rises in the number of discarded needle finds also supporting this trend.

Heroin purity in the area has remained relatively stable since 2015 at around 35-39%, however higher purity levels (>40%) continue to be identified in areas including St Anns, Eastwood and Mansfield.

Although low in volume, treatment presentations for freebase cocaine (crack) have increased steadily throughout 2017 in both the City and County. Cocaine purity within the Force area remains high, with the majority of seizures showing purity levels of between 80% and 100%.

Alcohol remains a factor commonly associated with complex vulnerability, violent crime, anti-social behaviour and sexual assault, with around 6,150 crimes being flagged by Nottinghamshire Police as 'alcohol-related' in 2016/17. While this figure is likely to significantly underestimate the true picture, almost half (46%) of all crimes flagged as 'alcohol-related' were recorded in the City.

Combined estimates from the City and County Joint Strategic Needs Assessments indicate that around 141,000 adults across the Force area

drink at levels that pose a risk to their health, while around 32,300 are estimated to be dependent on alcohol.

Furthermore, alcohol-related hospital admissions within the Force area rose by 7% in 2015/16 reflecting national trends (+4%), and remain significantly higher than the national average in Nottingham (+38%), Mansfield (+22%) and Ashfield (+12%).

Street Drinking and Homelessness

There is a negative impact on public confidence and perception, particularly in urban areas most affected by street homelessness, begging and overt drug use.

The ending of Assured Short-term Tenancies among people renting in the private sector has come to account for an increasing proportion of homelessness applications.

Drugs especially Mamba is in use among some of the most vulnerable people including street homeless, people in hostel accommodation and the prison population.

Although low in volume, levels of recorded rough sleeping within the Force area have increased markedly since 2010 in line with national trends. Levels per 1,000 households in Nottingham (0.27) and Mansfield (0.58) in particular increased to levels significantly higher than the England average (0.16) in 2016 based on the annual snapshot undertaken in the autumn each year.

The number of people accepted as homeless and in priority need is below the England average and has remained relatively stable since 2014/15, bucking a rising national trend (+9%).

Despite this, concentrations are evident in Nottingham and Mansfield, while Ashfield and Gedling have seen the most significant increases over the previous two years.

Helping and Supporting Victims

Latest estimates from the Crime Survey for England and Wales (CSEW) indicates that the number of people experiencing crime in Nottinghamshire (excluding fraud and computer misuse) fell by around 22% between 2010/11 and 2016/17 from around 195,000 victims each year to around 155,000. This reflects the trend

seen nationally (-34%) over the same period.

Around 14%-16% of all adults are estimated to experience crime in Nottinghamshire each year; however the likelihood of victimisation can vary significantly by social, economic and demographic characteristics. Young people aged 16 to 24 (20%), full time students (18%), single parent households (20%), unemployed people (18%) and those living in the more densely populated urban areas remain disproportionately affected by experiencing crime.

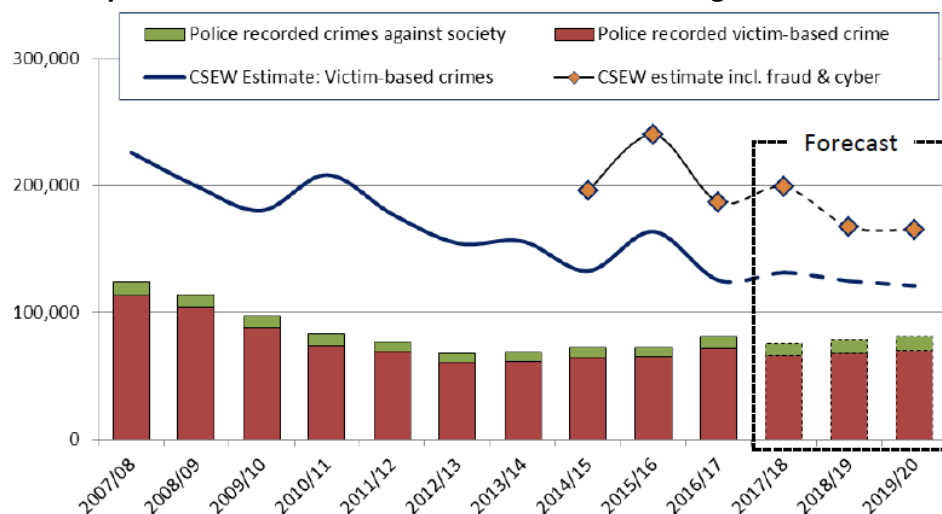
The Commissioner will take action to improve victim confidence to report crime and reduce repeat victimisation and help more victims cope and recover as well as improving pathways of support and engagement for victims especially for victims of domestic abuse, sexual crime, and hate crime.

The chart (next page) illustrates the trend and forecast for both self-reported crime and actual recorded crime.

Domestic Abuse

Domestic violence and abuse has a significant impact on victims and families. Multi-agency responses are well established and while levels of under

Self-reported and Police Victim Based Crime in Nottinghamshire 2007-21



reporting remain high, there are indications that more victims are coming forward, but we need to do more to encourage victims to report and then focus on protecting and reducing repeats.

The number of victims of domestic abuse (5,917) identified by the Police increased by 3.4% in 2016/17, reflecting a further 5% increase in domestic abuse-related crimes and incidents recorded (16,650).

This reflects a rising trend seen nationally over the last year (+10%), largely driven by improvements in crime recording standards, the introduction of new 'coercive control' offences and a likely

increase in the proportion of victims coming forward to report these crimes. On average, around a third (33%) of victims presenting to the Police are repeat victims.

The level of domestic and sexual abuse reported to the Police has continued to increase year on year, impacted, in part, by high profile national events and investigations and improvements in the way agencies identify, assess and respond to threat risk and harm.

The work of Independent Domestic Violence Advisors (IDVA) provides vital support to victims and their children.

Positive outcome rates for domestic abuse crimes (29%) remained consistently higher than that of all crime (20%) in 2016.

Prosecution team performance management data shows that while Nottinghamshire has a higher volume of domestic violence cases brought to Court compared to other regional forces, the proportion that result in a conviction remains 1.4% below the regional and national average.

Sexual Violence

The CSEW estimates that only 15% of sexual violence cases are reported to Police; however there are indications that confidence to report both recent and non-recent victimisation has increased markedly since 2014/15.

The number of individual sexual offence victims identified by Police increased by around 19% in 2016/17 to 2,056, reflecting increases in the volume of reported crimes seen both locally (+20%) and nationally (+14%) over the last year.

Rape and sexual offence reporting saw a particularly sharp increase during 2017, which if sustained, could result in a 30% to 40% increase in reported crimes during 2017/18.

The work of Adult and Child Independent Sexual Violence Adviser (ISVA) service to victims/survivors of rape and sexual assault is ever increasing and necessary and important.

Encourage Reporting

The most recent CSEW survey identifies that only around 40% of crime went on to be reported to the Police. Reasons for victims not reporting crimes include feeling that the offence was minor, trivial or that little could be done or perceiving the offence to be a private or personal matter (15%).

Other victims feel that reporting would have been too inconvenient (5%), a lack of trust in the Police or criminal justice system (2%) or fear reprisal (2%). Other victims may be simply unaware that what they have experienced is a crime.

However, this is not the case for sexual offences which increased 20% locally and 14% nationally during the year, continuing the year on year increases seen since 2011/12 and reaching the highest level recorded since 2002 when the National Crime Recording Standard (NCRS) was introduced.

Greater awareness of and confidence to report both recent and non-recent

offences are widely thought to have impacted upon this trend, alongside high profile investigations, improvements in compliance with crime recording standards and direct recording of other agency referrals.

Hate Crime

Police recorded hate crimes and incidents in Nottinghamshire increased by 29% in 2016/17 in line with national trends (+29%) and marking the highest annual increase since comparable records began (2011/12).

Local and national research indicates that only between 34% and 48% of hate crimes are reported to the Police, with victims often not reporting incidents because they feel Police could do little about it (43%).

The increase seen in 2016/17 is thought to reflect both a genuine rise around the time of the EU referendum and on-going improvements in crime recording particularly in relation to violence without injury and public order offences.

A further temporary rise in hate crime was also seen following the Westminster Bridge terrorist attack in March 2017.

By comparison, national trends in self-reported experience of hate crime captured via the CSEW indicate that experience of hate crime fell by around 28% between 2007-08 and 2014-15.

Information Sharing

The lack of information sharing is often a barrier to tackling crime, protecting and safeguarding victims and effective partnership working. Therefore, improving multi-agency information sharing will enable earlier identification of escalating risk and more targeted pre-crisis support.

The City Serious and Organised Crime (SOC) Partnership Board is helping improve awareness and information sharing with regard to Organised Crime and bring a wider array of powers to bear on Organised Crime Groups (OCGs) through combined partnership disruption strategies.

Further rollout of the ECINS database (Empowering Communities Inclusion Neighbourhood System) will help improve information sharing and empower frontline workers.

Clear Pathways of Support

Due to the increased complexity of victimisation and increased demand, improving pathways of support for victims is necessary if they are to cope and recover.

taking action to make communities safer and feel safer by reducing reoffending, building stronger and more cohesive communities and holding offenders to account.



The changing nature of crime requires different types of support, for example therapeutic support services for victims dealing with the impact of trauma, particularly young people and male victims of abuse and exploitation.

Tackling Crime and Antisocial Behaviour

The Commissioner will work with the Chief Constable, Partners and the third sector

All Crime

Crime is not evenly distributed across Nottingham and Nottinghamshire. Crime and harm is in fact concentrated in certain areas. By focusing Police and Partnership activity on priority neighbourhoods, we will reduce harm and protect vulnerable people.

Police recorded crime in Nottinghamshire increased by 12.2% in 2016/17 compared to a national increase of 10%. This

reflects a growing trend seen since March 2014. The trend has been significantly impacted by continuing improvements in recording processes and practices, particularly in relation to public order offences which increased by 93% during the year, and to a lesser extent by the introduction of new criminal offence categories. Some genuine increases in crime are also believed to have occurred over the last year at both a local and national level.

In respect of acquisitive crime, theft offences accounted for around 46% of all Police recorded crimes in 2016/17, but only around 32% of all estimated 'Crime Harm' based on the ONS Crime Harm Index.

Residential burglary and robbery by contrast, only accounted for 8% of all crime, but 22% of all estimated 'Crime Harm'. Police recorded theft offences in Nottinghamshire increased by 6% in 2016/17, largely impacted by increases in 'other theft' (+19%), shoplifting (+10%) and domestic burglary (+9%).

Nationally, Police recorded theft offences saw a similar rise of 7%, with notable increases in vehicle crimes (+11%) and shoplifting (+10%).

Self-reported experience of acquisitive crime captured via the CSEW showed a further 10% reduction during 2016/17 continuing the trend seen since 1995.

Burglary offences recorded by Nottinghamshire Police in 2016/17 saw no overall change on the previous year; however, offences have been rising locally, nationally and among similar Police force areas since November 2016, indicating a reversal of the long term downward trend seen since the mid-1990s.

Mansfield (+29%) and Ashfield (+17%) saw the most significant increases in burglary during 2016/17, however, more recent increases have been evident in the City. Forecasts indicate that levels of burglary in the area are likely to increase by around 10% in 2017/18.

Vehicle crimes (thefts of and from vehicles) recorded by Police saw no significant change locally during 2016/17 (+/-0%) compared to an 11% increase nationally. Emerging trends from April 2017, however show marked increases in both theft of (+21%) and theft from (+5%) vehicles in Nottinghamshire which reflect national trends and appear set to continue during the year.

Despite this emerging picture, Police recorded vehicle crimes in the area remain below both the England and Wales and most similar force average. The CSEW has shown a long term downward trend in vehicle related crime since the mid-1990s which has been slowly tailing off since 2013/14. A further 10% reduction in self-reported victimisation was recorded in 2017.

Violent crimes represented around a third (33%) of all Police recorded crimes in 2016/17, yet accounted for more than two thirds (68%) of all estimated 'Crime Harm' based on the ONS Crime Harm Index. Together, sexual offences and violence with injury accounted for only 16% of all crime, but 56% of all 'Crime Harm'.

Violent crime, particularly robbery and violence with and without injury, remains heavily concentrated in Nottingham City, the night time economy (NTE) and surrounding areas. Alcohol remains a common factor driving vulnerability and offending in these cases.

Police recorded violent crime increased by 21% locally and 18% nationally in 2016/17, largely driven by on-going improvements in compliance with crime recording standards (NCRS) including new harassment-related offences introduced in April 2015. This

administrative skew and the recognition that only around 43% of violence is reported to the Police (CSEW), means that Police recorded violence crime cannot provide a reliable indication of underlying trends over time.

National estimates from both the CSEW and Accident and Emergency hospital data indicate that actual levels of violent crime have fallen significantly since March 2015, however reductions have stabilised over the previous three years.

Local hospital admissions and Accident and Emergency data for assault with injury, however, indicate that further reductions in violence with injury of between 4% and 14% are likely to have occurred in across Nottinghamshire over the last year.

Preventing Reoffending

MAPPA (Multi-agency public protection arrangements) is the process by which the small number of dangerous sexual and violent offenders is managed within the community. While MAPPA cannot eradicate the risks posed by these individuals, joint working and a strong unified purpose helps to ensure that agencies take all possible steps to minimise the risks that offenders pose

whilst in the community. The number of MAPPA-eligible offenders has been increasing both locally and nationally since 2010.

The increase in Nottinghamshire (+14%) exceeded that seen nationally (+7%) in 2016/17, taking the number of eligible offenders per 100,000 population (111) to a level slightly higher than the national average (108).

During 2017 the Nottinghamshire Integrated Offender Management (IOM) scheme was redeveloped in order to target those offenders who pose the highest risk of harm and the highest risk of reoffending. Consultation with key Partners indicated that a balance between these two factors was a prerequisite for an effective programme.

Young people aged 10-17 accounted for around 15% (1,695) of all those receiving an outcome for notifiable offences during 2016/17. The number of first time entrants (FTE) to the youth justice system continued to show a year on year reduction in 2016/17 in both the City (-10%) and County (-%) during 2016/17, continuing the downward trend seen since 2007.

Data for the first six months of 2017/18, however, indicates a marked (16%)

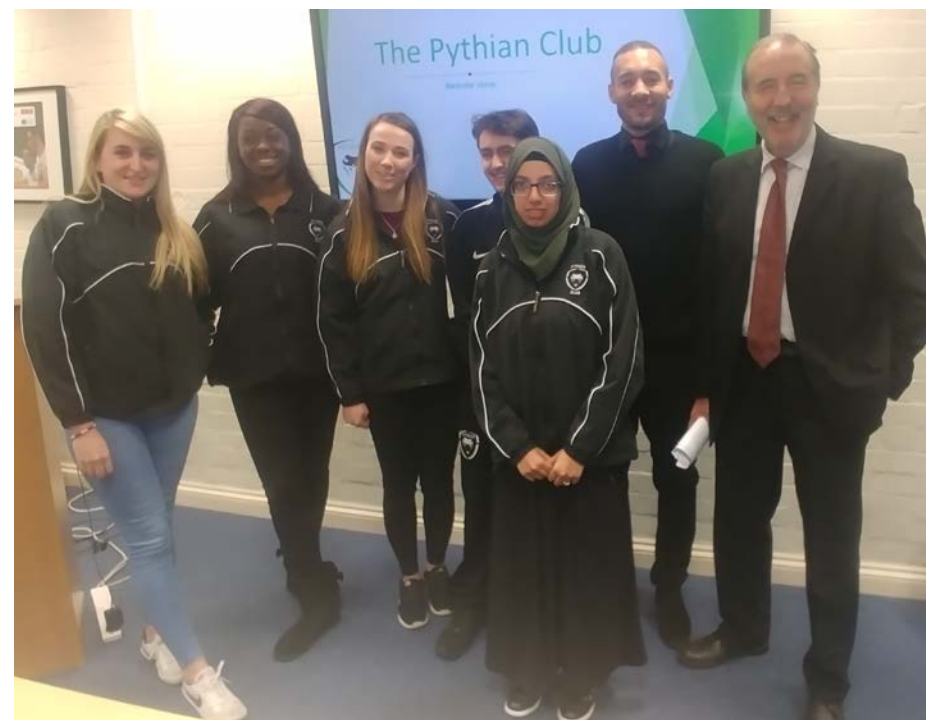
increase in FTE rates in the City since April 2017 which will be closely monitored over the coming months.

The rate of FTEs per 100,000 10-17 year olds remains lower than the national average in the County (-9%) and higher than the national average in the City (+97%).

Re-offending rates across the City (37.2%) and County (37.9%) are in line with the national average (37.8%) but have increased over recent years in light of the more complex cohort of cases being supported by the service.

The Derbyshire, Leicestershire, Nottinghamshire and Rutland Community Rehabilitation Company (DLNR CRC) currently supervises around 3,360 low and medium risk offenders across Nottinghamshire, including both offenders in the community (2,830) and custody (530). This accounts for around 60% of all offenders supervised within the area, with a further 40% of higher risk cases being managed by the National Probation Service (NPS).

Re-offending rates among offenders under supervision in Nottinghamshire (43.4%) are broadly similar to the regional average (43.8%), and remain lower among females (40.2%). In Nottingham,



the proportion of all offenders who reoffend has remained consistently higher than the regional and national average, but has broadly decreased over time.

Nottingham also performs worse when comparing the average number of re-offences committed by each repeat offender. Whilst these changes are relatively small, this figure has been rising consistently since 2009, in line with the regional and national profile.

Antisocial Behaviour (ASB)

Victimisation surveys indicate that the long term reductions in crime and ASB in Nottinghamshire have now stabilised.

ASB remains the most common community safety issue affecting local residents. Incidents are heavily concentrated in City and town centres, correlating with concentrations violent

crime and criminal damage in night time economy.

The CSEW indicates that the likelihood of adults witnessing or experiencing ASB in Nottinghamshire remained relatively stable during 2016/17 at around 33% of all adults. This has remained consistently higher than the England and Wales average (30%), however the gap has narrowed slightly over the last year.

Incidents of ASB recorded by Police fell by a further 6.5% during 2016/17, driven in part by on-going improvements in compliance with the national crime recording standards. Levels of Police recorded ASB remain broadly in line with the average for England and Wales per 1,000 population and are expected to reduce by a further 5% over the next year. Nationally, levels of Police recorded ASB saw no significant change (+0.1%) in 2016/17.

Police recorded personal and nuisance ASB fell by 14% and 7% respectively in 2016/17, while the low volume category of environmental ASB increased by 24%. Despite some year to year fluctuation, Police recorded criminal damage and arson offences have remained relatively stable since 2012/13 at around 10,700 per year.

The Crime Survey for England and Wales (CSEW) indicates that the proportion of adults experiencing drink-related ASB (6%) and issues relating to 'groups hanging around on the streets' (7%) across Nottinghamshire remains consistently lower than the national averages of 8% respectively.

Road Safety

The number of people killed or seriously injured (KSI's) on Nottinghamshire's roads each year (460) remains broadly in line with that of other comparable Police force areas. On average, around 430 people are seriously injured and a further 3,020 are slightly injured on Nottinghamshire's roads each year, of which around 10% are children. The number of people killed on Nottinghamshire's roads remains low (25).

Feeling Safe

Around 60% of County residents consulted feel safe in the area that they live after dark in 2016, marking a 14% point reduction on the previous year (74%).

Feelings of safety remain lower than average in Ashfield (44%) and Bassetlaw (41%) and amongst disabled respondents and people aged 75 and over (52%).

The disparity between females (31%) and males (19%) has also increased over recent years. By contrast, feelings of safety after dark are generally highest in Rushcliffe (81%) and Gedling (75%) and the majority of County respondents still feel safe in their local area by day (93%) and when home alone at night (93%).

City resident's perceptions of safety in their local neighbourhood after dark have improved slightly over time. In 2016, 74% said they felt very or fairly safe, compared to 73% in 2015 - and the data shows a gradual upward trend from the 65% in 2011.

Knife Crime

The growing threat from emerging crime networks involved in the supply and distribution of illicit drugs, violence and threats of violence including knife crime continue to impact upon safety and feelings of safety within local communities.

Knife crime has risen by 31% locally and 23% nationally during 2016/17.

This continues a trend seen over the last three years, with recorded offences reaching the highest level since comparable records began (March 2009). The increase is likely to be influenced by

improvements in intelligence-led targeted Police activity.

However, evidence also suggests that the number of young people carrying knives has increased over recent years, many doing so in order to feel safer.

In addition, there have been increases in violent knife crime recorded by Nottinghamshire Police, with offences having risen by a further 31% in 2016/17 to 757. This mirrors the increasing trend seen nationally (+20%) with offences reaching the highest level since comparable records began (2011).

While some forces believe that improvements in recording practices may be contributing towards this trend, NHS hospital admissions data suggest a genuine increase in serious offences involving injury. Knife enabled violence in the area predominantly involves young males aged between 16 and 25 years committing offences in public spaces (43%), some of which can be attributable to evolving crime networks and disputes over drug dealing territories.

Offences are often unpredictable in nature, triggered by petty squabbles and rivalries played out over social media. Data provided by Queen's Medical Centre Emergency Department for August 2017

highlighted that 9 (39%) out of 23 attendances for stabbings during the month resulted in the victim being admitted to a hospital bed.

Organised Crime

The PCNA identifies a growing reach and sophistication of organised crime, particularly in exploiting technology and opportunities within the cyber sphere to progress their offending.

Significant progress has been made at a local, regional and national level to disrupt and dismantle Organised Crime Groups (OCGs) activity impacting upon the Force area over the last year. This has included extensive work to secure prosecutions for labour exploitation, financial and sexual exploitation and cyber-enabled grooming, asset recovery and tenancy revocations in response to organised involvement in drug supply.

The use of violence, firearms and knives among OCGs which can be used to threaten, intimidate, coerce and exert control over vulnerable people remains a significant concern, as do the emergence of more sophisticated, remote and technologically resilient threats linked to organised cybercrime.

Foreign National Offender (FNO) involvement in organised crime activity has increased over recent years.

Organised Cyber Crime, has been identified as a key national and regional priority, with highly skilled cyber criminals becoming increasingly organised and numerous. Russian language speaking organised crime groups present some of the most sophisticated and technologically resilient threats. The remote and international nature of this criminality limits prospects for local forces in pursuing offenders, however there is a recognised need to further improve intelligence, promote greater understanding of the threat and equip law enforcement agencies with the skills and capability to respond effectively.

Organised Child Sexual Exploitation (CSE), particularly on-line exploitation remains a high national and local priority threat in light of high-profile investigations and inquiries, the hidden nature of offending and the resource intensive nature of responding to identified risk.

Organised Immigration Crime, Human Trafficking and Exploitation (OICHTE) have been identified as national and regional threats as work continues to improve the local intelligence picture.

Holding Offenders to Account

Holding offenders to account through an effective criminal justice system in line with victim preferences is important so that justice is done and seen to be done.

Although strong compared to the England and Wales average, the proportion of victim-based crimes resulting in positive outcomes fell by around 5% points in 2016/17, mirroring the deterioration across most Police force areas nationally. This has been affected, in part, by the changing profile of offending and a greater focus of resources on crimes that present greater threat, risk and harm - particularly as policing and other public sector funding has reduced.

The proportion of victim-based crimes that result in Community Resolution has fell from around 3.9% (2,539 per annum) in 2015/16 3.0% (2,186) in 2016/17. The level in 2017/18 is forecast to fall further to around 1.9% (1,580).

Sexual offence outcomes are an exception to this largely positive outcome profile in Nottinghamshire, with a marginally lower rate of offences going on to receive a positive outcome (21%) than the East Midlands (22%) and England and Wales (23%) average.

Disparities are also evident within the criminal justice system, with prosecutions (49) and convictions (32) for rape falling by 35-38% in 2015/16, compared to on-going increases (+2-4%) across England and Wales.

Young people aged 10-17 accounted for around 15% (1,695) of all individuals that were identified by Police as having committed notifiable offences during 2016/17. Of these, the majority (60%) received a community resolution while 35% went on to be charged or summonsed. The remainder received a youth caution or warning.

The rate of first time entrants (FTE) to the youth justice system in 2016/17 continued to show a year on year reduction in the City (-11.9%), reflecting the national picture and continuing the downward trend seen since 2007. There are, however, indications that this reduction has plateaued since April 2017. The rate of FTEs per 100,000 population in the County increased by 6.9% during the year. Rates in both the City (633) and County (343) were higher than the England average (321) during 2016/17.

Re-offending rates (binary rate October 2014 to September 2015 cohort) across the City (34%) and County (33%) remain below the England average (37%) and

have reduced by around 6% in the City over the previous year. The rate of repeat offences per offender in both the City (3.2) and County (3.2) remain below the England average (3.35), despite increases in repeat offence rates being recorded locally during the year.

Despite the overall number of young offenders falling to record lows, the 2017 Lammy Review highlighted that nationally the proportion of young people offending for the first time who are from BAME (Black, Asian, and Minority Ethnic) backgrounds rose from 11% in 2006 to 19% in 2016.

Similarly, the proportion of BAME young offenders in custody rose from 25% to 41%. These disparities are reflected across the criminal justice system (CJS), often compounded by a lack of trust in the CJS among BAME defendants.

People from BAME backgrounds remain significantly over-represented within the CJS.

Around a third of all female offenders are arrested for shoplifting offences (33%), which compares to around 16% of all offences by men. Differences in the offending profile and level of severity for women offenders, means that a lower

proportion results in a charge or summons - (60%) than for men (79%).

Conversely around 24% of offences committed by female offenders result in a community resolution in Nottinghamshire compared to 10% of all offences committed by men.

The proportion of victim-based crimes that result in Community Resolution has fell from around 3.9% (2,539 per annum) in 2015/16, to 3.0% (2,186) in 2016/17. The level in 2017/18 is forecast to fall further to around 1.9% (1,580).

Community Cohesion

While Nottingham is generally a City where people get on, specific challenges remain in respect of new communities - predominantly via Eastern European migration where there has been little community infrastructure to support integration or assistance in addressing individual or community problems.

In Nottinghamshire, just under half (48%) of residents consulted via the annual Resident Survey feel that their area is a place where people from different ethnic backgrounds get on well together. This remains unchanged in comparison to results in 2015, however, the proportion

that disagreed with the statement increased from 10% to 20%.

Building stronger and more cohesive communities empowers local people and shapes and sustains neighbourhoods. In turn, there is less crime, disorder and people feel safer.

Active citizenship to increase levels of community involvement in tackling crime and community safety issues within the Force area is an effective way of building stronger communities. These include Neighbourhood Watch, Neighbourhood Alert, Community Speed Watch and other volunteering roles. The County Residents Survey identified that around 16% of residents have been involved in some form of volunteering activity over the last year. Supporting further work in Schools to develop engagement and early intervention activity with young people at risk of harm or offending is important.

Obtaining a good understanding of the composition and needs of local communities, particularly new and emerging communities (through effective engagement and research) is critical if we are to build strong and cohesive communities.

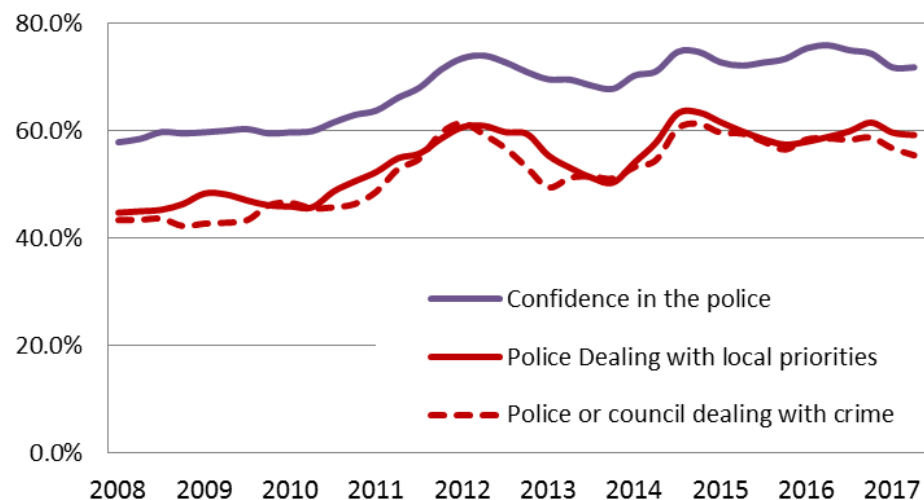
Transforming Services and Delivering Quality Policing

The Commissioner will take action to improve confidence and satisfaction in policing exploring collaboration and innovation opportunities and improving Police workforce representation as well as securing value for money.

Confidence in the Police

The number of public complaints made against the Police in Nottinghamshire fell by 31% in 2016/17 to 670, in comparison to a broadly stable (-0.4%) national trend.

Allegations fell by 29% to 1,062 – also bucking a stable national trend (-1%), but remain higher than the national average per 1,000 employees (279) at 286. Timeliness in terms of recording complaints remains strong (97% within ten days) compared to a national average (80%).



As seen in the chart below, the Crime Survey for England and Wales (CSEW) indicates that public confidence in the Police in Nottinghamshire has increased steadily over the last decade from 58% in March 2008 to a high of 76% in June 2016. Public confidence has since fallen marginally to around 72%, and remains below the England and Wales average of 78%.

Engaging with communities plays a central part in preventing crime, increasing confidence and reducing demand.

Research undertaken by IPSOS-Mori in 2016 further demonstrated the strong

relationship between feeling informed, having confidence in local service providers and having positive perceptions of organisational performance.

Police stop and search activity can have a significant impact – positive, where it is effective and negative where it is not – on public confidence in policing.

Nottinghamshire Police maintained a focus on fair and intelligence-led use of stop and search powers in 2016/17, reducing the number of stops by a further 32% and increasing the proportion that result in arrest/positive outcome by 5.1% points to 35.2%.

Satisfaction with the Police

Overall victim satisfaction with the policing services remained stronger than the most similar force average during 2016/17, but has deteriorated steadily between December 2015 (86%) and March 2017 (81%), in line with national trends as illustrated in the chart below.

Changes in policing resources and practice over this period are likely to have contributed to this trend.

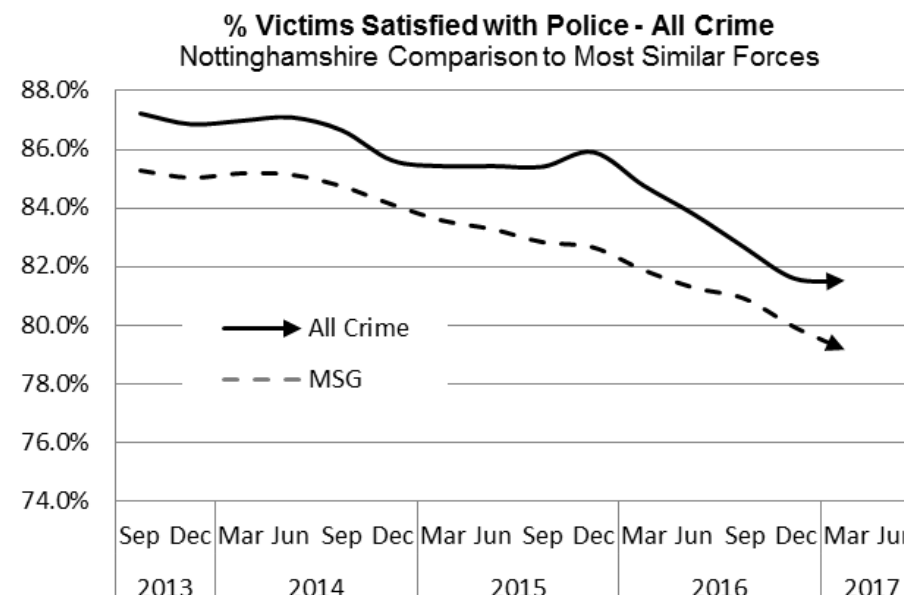
Service satisfaction among hate crime victims dealt with by the Police remained

relatively stable during 2016/17 at around 84% and remained strong when compared to the Most Similar Force average (75%).

Value for Money

Nationally, over the past five years Police budgets have reduced by £2.3bn, representing a 25% cut in grant. Police numbers have gone down by 20,000, meaning there are less Police on the streets. In fact, Police numbers are at their lowest for 30 years.

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 five years efficiency savings of £54.6m 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.

2016-17 was always going to be a challenging year, with the need to deliver £12m of efficiency savings – the largest in year target to date, and increasing core costs (e.g. pay awards and price inflation), we were also faced 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 were identified.

With increasing demand for service, investigations of significantly more complex crimes, with significantly less money, securing value for money is even more critical.

Staffing Levels

Nottinghamshire Police (including the Office of the Police and Crime Commissioner) employs approximately 1,886 Police officers 184 PCSOs and 239 Specials and 1,168 Police staff in full-time and part-time positions.

Policing should be with consent of the community and officers and staff should be representative of the community. The current population census of 2011 identifies that Force BME representation should be 11.2%.

Current data shows that the BME headcount is 4.62% for Police Officers and 4.69% for Police Staff. Representation of Police Cadets is 26% and Special Constables 8%.

Nationally, BME representation for Police officers is 6.3%, largely due to the high representation of 13.4% in the Metropolitan Police.

When the Commissioner took office in 2012, BME representation was 3.7%, so overall representation has increased by 1% overall. Austerity and the 2 year recruitment freeze did hamper progress but more needs to be done.

To achieve an 11.2% BME representation an additional 144 BME Police officers would need to be recruited.

The College of Policing has been commissioned to develop and deliver a national programme to improve the recruitment, development, progression and retention of black and minority ethnic (BME) officers and staff under its BME Progression 2018 programme.

The Chief Constable intends to recruit up to a total of 200 officers in 2017-18 (which started in September 2017) and has ambitions to recruit a further 158 in 2018-19. The Commissioner hopes to see the number of officers grow in Nottinghamshire to a figure approaching 2,000. However, that will depend upon future budgets and the outcome of discussions on the Police Funding Formula on Government funding.

Legitimacy

HMICFRS recently judged that Nottinghamshire Police:

- is 'good' at treating all the people it serves with fairness and respect;
- is 'good' at how it ensures its workforce behaves ethically and lawfully; and

- 'requires improvement' at treating its workforce with fairness and respect

In terms of stop and search there were 2,573 stop and searches conducted during 2016/17 which equates to 2.3 per 1000 population. This is more than half the national rate of 4.8.

Nottinghamshire Police maintained a focus on fair and intelligence-led use of stop and search powers in 2016/17, reducing the number of stops by a further 32% and increasing the proportion that result in arrest/positive outcome by 5.1% points to 35.2%.

1,812 stop and searches¹³² were undertaken in 2016/17. Reflecting the national profile, the number of stops involving people from Black backgrounds per 1,000 population (8.5) remains significantly higher than that of White (1.1), although this disparity has fallen significantly since 2013/14 (17.8 : 4.3) and marginally on the previous year (8.9: 1.9).

Staff Morale

A Police Federation survey of 410 Nottinghamshire officers in 2017 found that 64% of respondents felt that their morale was low – a level comparable to the national picture (60%).

Around 95% felt that morale within the Force more generally was low – having increased marginally since 2016 (94%) and remaining higher than the national average for all forces (90%), although this difference is not statistically significant. Factors most likely to have a negative impact on morale locally include 'how the Police are treated as a whole' (86%), pay and benefits (69%) and workload and responsibilities (68%). 75% did not feel valued in their Police role and 71% would not recommend joining the Police to others. This compared to 68% and 70% of respondents to the national survey respectively.

Sickness

Sickness absence effectively reduces the capacity of the Force's establishment and

increases the workload of staff on duty.

In 2016-17, of all the working hours available, 5.5% were lost to sickness which is higher than the Force's most similar group (MSG) which was 4.7% and the national average of 4.6% making it fifth highest nationally.

In respect of Police staff, sickness levels were 4.9%, its MSG was 4.3% and the national average being 4.5% making it 11th highest nationally.

The most recent Chartered Institute of Personnel and Development (CIPD) survey of absence rates highlighted that the UK national average absence rate stood at 3.7% of working time in 2015, which is the equivalent to 8.3 days per employee.



Managing and improving the health and wellbeing of staff is essential if sickness rates are to reduce.

Data Integrity

Following HMICFRS's crime recording integrity inspections which commenced in 2015 the Force has made radical changes to its procedures to ensure that crimes are recorded ethically and compliant with the National Crime Recording Standard (NCRS). This has led to a large increase in recorded crime during 2016-17.

Regular dip sampling by the Force Crime Registrar reveals increased crime recording compliance with NCRS; currently it is 97% which would merit an outstanding grade by HMICFRS.

Although reports of incidents to the Force increased 3.6% during 2016/17, overall crime increased more i.e. 13.7% (+9,931 offences). This means that more incidents reported to the Police are converted to crimes and is a significant reason for this increase and evidences increased compliance.

Clearly, maintaining data integrity is essential if crime figures are to be trusted.

Demand for Service

Calls for service to the Force remain significantly higher than average and are increasing in Nottinghamshire against the backdrop of reduced Police officer and staff capacity. The service also records more incidents than an average force.

Problematic drug use and alcohol remain significant drivers of crime and vulnerability, particularly in urban areas and the night time economy.

As already reported in previous sections, mental health related needs and the demands they present on local agencies continue to increase. Following a marked rise in 2014/15, the number of mental health flagged calls to the Police rose by a further 6% in 2016/17 to over 16,450 a year.

Despite relative improvement across many social and economic factors, some aspects of complex need appear to be increasing, including levels of rough sleeping and other associated vulnerability factors. Problematic drug use and alcohol remain significant drivers of crime and vulnerability, particularly in urban areas and the night time economy.

Graded Response Rates

The Force has a graded Police response policy to ensure that resources are prioritised in line with its threat risk and harm assessment.

In 2016 the average time to attend an emergency Grade 1 incident was 12.7 minutes. In 2017, it was slightly longer i.e. 13.3 minutes.

In 2016 the average time to attend a non-emergency Grade 2 incident was 67.9 minutes. In 2017, it was 12 minutes slower i.e. 79.9 minutes. With significantly less resources, this is not unexpected.

Despite the fact that the Force receives, 30% more 999 emergency calls than the national average, and with regard to operating with less Police resources, the Force continues to maintain its ability to attend emergency incidents quickly.

Collaboration

Reducing public sector budgets and changes in demand are placing significant pressure on local services, particularly in areas of public protection, mental health and adult social care. Enhanced partnership working and collaboration remains key to managing areas of

greatest shared risk and delivering value for money.

The Policing and Crime Act (2017), places a duty on the Police, Fire and Rescue and the Ambulance services, to work together. It is possible under the legislation for Police and the Commissioner to take on Fire and Rescue services. The Commissioner is a member of the Nottinghamshire and City of Nottingham Fire Authority.

The Commissioner is committed to even greater collaboration in relation to estates, training, enabling services and promoting community safety.

Provisions within the Policing and Crime Act 2017 already enable new workforce structures and provisions to extend Police powers and use of volunteers. The Government also aims to further improve co-ordination between mental health services and the police.

The Government Inquiry into Policing Resources is underway following concerns highlighted into the capacity and capability of local forces to manage increasing demand.

The Government has also proposed a wider role for PCCs in cutting crime and

greater devolution of criminal justice responsibility and budgets to PCCs.

Targeted multi-agency partnership working has been recognised as an important driver of crime reduction over the last decade and a vital component in delivering better and more cost effective services. Strong partnership relationships have been developed across the area, particularly between the Force, the Crime and Drugs Partnership (CDP) in Nottingham, the Safer Nottinghamshire Board (SNB).

Collaboration remains critical to maintaining effective and resilient services and delivering shared outcomes and cost savings within the public sector.

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. The Commissioner and the Chief Constable are required to have due regard to the SPR.

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)

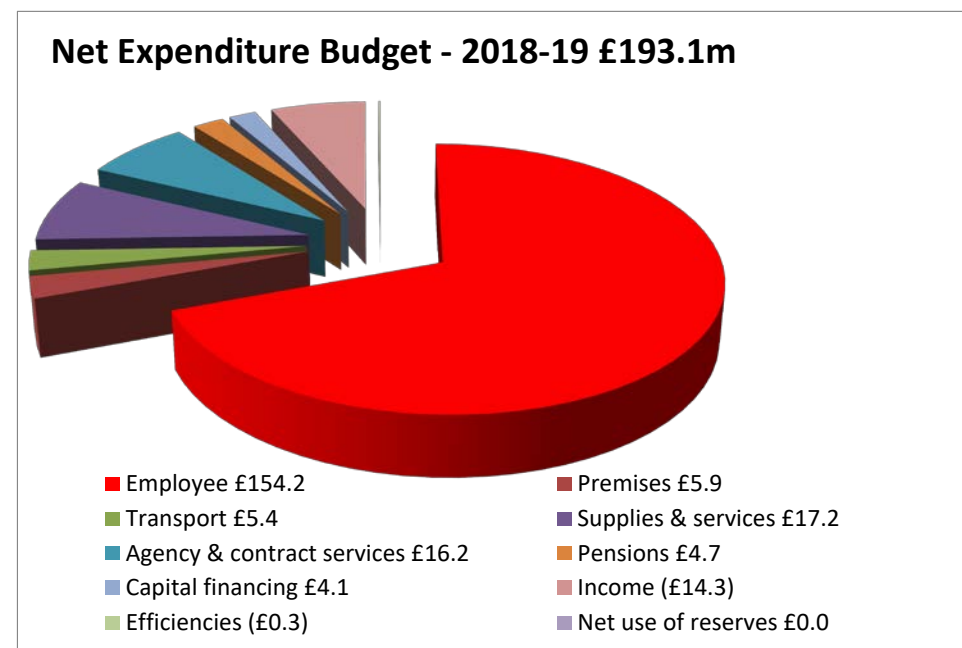
Resourcing Our Priorities

Central Government funding provides the Commissioner with approximately 70% of the funding required to Police Nottinghamshire. The remainder is met from local council tax payers. The majority

of properties across the City and County fall within Council Tax bands of A and B.

The amount of Government grant is reducing each year at the same rate at which the council tax grows. This cash neutral position means that savings have to be found to finance the increasing costs that are incurred.

The Capital Programme for 2018-19 is £10.652m, with £3.878m earmarked for Priority 1 projects (includes the start of a new build for the Bridewell; improvements for Mansfield Police Station Custody Suite and Automatic Number Plate Registration ANPR Cameras) and £6.774m for Priority 2 projects (includes Command and Control Information Systems and other essential IS and maintenance work).



The chart (above) shows a breakdown of £193.1m net revenue expenditure available for 2018-19.

Smart Commissioning

The Commissioner intends to continue funding Community Safety Partnerships (CSPs) and providing small grants to third sector organisations. He has a statutory responsibility for providing victim services and has commissioned Nottinghamshire Victim Care to help victims cope and recover.

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.

The Commissioner launched his Community Safety Fund (2018-19) in December 2017. New projects will begin in April 2018 and will support the commissioner's four new themes.

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, domestic abuse, sexual crime, anti-social behaviour and hate incidents, all have access to support.

The Commissioner is committed to ensuring that victims who need the most help are easily able to access services. He is committed to establishing a dedicated website for victims on where to go to access support.

Governance & Accountability

The Commissioner is responsible for the totality of policing within the policing area; with operational policing being the responsibility of the Chief Constable.

The Commissioner is also responsible for ensuring that public money is safeguarded, properly accounted for and

used economically, efficiently and effectively. To discharge this accountability the Commissioner and senior officers must put in place proper procedures for the governance and stewardship of the resources at their disposal.

The Commissioner's Governance Framework details how he fulfils his responsibilities.



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

Delivering the Plan

Appendix A contains the Commissioner's Strategic Framework which sets out his vision, values, strategic priorities and outcomes together with performance measures to deliver.

A Police and Crime Delivery Plan will be prepared for the Commissioner and the Chief Constable will prepare his delivery plan in support of the specific deliverable contained within the four priority areas.

The full range of activities will be regularly monitored and progress reported to the Police and Crime Panel.

The Force will produce a monthly Performance and Insight report in relation to the full range of measures contained within the Strategic Framework.

APPENDIX A: POLICE AND CRIME PLAN STRATEGIC FRAMEWORK (2018-21)

FOR INTERNAL MONITORING PURPOSES



COMMISSIONER'S VISION

Working with you for a safer Nottingham and Nottinghamshire

Professional

Respect for All

One team

Utmost integrity, trust and honesty

Doing it differently

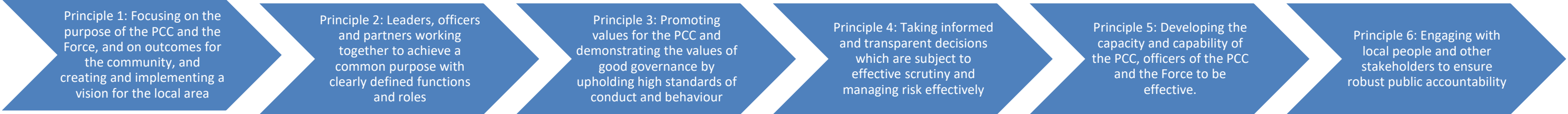
STRATEGIC THEMES AND STRATEGIC OUTCOMES AND COMMISSIONER'S PLEDGES

T1. Protecting People from Harm	T2. Helping and Supporting Victims	T3. Tackling Crime and Antisocial Behaviour	T4. Transforming Services and Delivering Quality Policing
T1A. Outcomes	T2A. Outcomes	T3A. Outcomes	T4A. Outcomes
T1 A. More vulnerable people are protected and safeguarded.	T2 A. More people have the confidence to report crime and focus resources on repeat victimisation.	T3 A. Communities and people are safer and feel safer.	T4 A. Improve community and victim confidence and satisfaction in policing.
T1 A. Performance Measures	T2A. Performance Measures	T3A. Performance Measures	T4A. Performance Measures
1. HMICFRS PEEL Assessment Grade. How effective is the Force at protecting those who are vulnerable and supporting victims.	1. Levels of reported crime to the Police (OPCC Survey). 2. Monitor the proportion of victim based crimes compared to 2017-18 in respect of: a. Children b. Adults 3. Reduce the proportion of victim based crimes that are repeats compared to 2017-18 in respect of: a. Domestic abuse b. Hate Crime c. ASB Victims 4. Serious Sexual Crime: a. Number of serious sexual offences: i. Adults ii. Children b. Positive outcome rate (i and ii)	1. Reduce the number of Victim Based Crimes (VBC) compared to 2017-18 and monitor the number of VBC and ASB incidents in: a. Rural Areas b. Urban Areas 2. Monitor the level of crime severity compared to 2017-18: a. Force Wide b. Top Neighbourhood Priority Areas in County and City 3. 40% reduction in all KSI RTCs by 2020 (from 2005-09 average): a. Adults b. Children under 16yrs 4. Percentage of people who believe the Police are dealing with local priorities (OPCC survey). 5. Percentage of people who feel safer (New question OPCC survey).at: a. Home b. Work c. Travelling and d. On-line	1. Percentage of people who believe the Police do a good job (OPCC Survey New question). 2. Percentage of people who have confidence in the Police (OPCC Survey New question): a. All b. BME Communities 3. Percentage of victims who are satisfied with the Police (Currently Under Review) a. Ease of contact b. Arrival time c. Action taken d. Follow up and e. Treatment

T1. Protecting People from Harm	T2. Helping and Supporting Victims	T3. Tackling Crime and Antisocial Behaviour	T4. Transforming Services and Delivering Quality Policing
T1B. Outcomes	T2B. Outcomes	T3B. Outcomes	T4B. Outcomes
T1 B. Improve capacity and capability to identify and deal with new serious and emerging threats.	T2 B. More victims cope and recover.	T3 B. Fewer people commit crime and offenders are supported to rehabilitate.	T4 B. Improve service delivery and save money through collaboration and innovation.
T1 B. Performance Measures	T2B. Performance Measures	T3B. Performance Measures	T4B. Performance Measures
<ol style="list-style-type: none"> HMICFRS Assessment of Nottinghamshire Police response to strategic policing requirements. Nottinghamshire Police annual Strategic Policing Requirement (SPR) Self-assessment. 	<ol style="list-style-type: none"> Victims Cope and Recover <ol style="list-style-type: none"> Number of victims supported by Victim Services % of cases closed reporting: <ol style="list-style-type: none"> Understanding where to go for help Feeling safer Improved ability to cope Increased emotional wellbeing Extending the reach: <ol style="list-style-type: none"> Number of victims self-reporting to victims services Number of community points established and supporting victims 	<ol style="list-style-type: none"> No of first time entrants to the CJS Reoffending: <ol style="list-style-type: none"> Percentage of adults reoffending Percentage of female adults reoffending Percentage of young people reoffending Reduction in the seriousness and frequency of offending. (YOS/CRC/NPS data). Risk score for IOM cohort framework – overall and excluding nominal detained in prison : <ol style="list-style-type: none"> All IOM Offenders DV Offenders Number of weapon enabled crime compared to 2017-18: <ol style="list-style-type: none"> Gun Crime Violent knife crime Possession of offensive weapon Positive outcome rate for violent knife crime 	<ol style="list-style-type: none"> Budget against actual spend for: <ol style="list-style-type: none"> Revenue and Capital. Revenue efficiencies achieved against agreed plan. Revenue spend on non-staff cost per population, compared to national and MSG averages (HMICFRS VFM profile).
T1C. Outcomes	T2C. Outcomes	T3C. Outcomes	T4C. Outcomes
T1 C. Maintain focus on action to address the key drivers of crime and demand.	T2 C. Victims cope and recover following restorative justice	T3 C. Build stronger and more cohesive communities.	T4 C. The Police workforce is representative of the community it serves and has the resources to do its job.
T1C. Performance Measures	T2C. Performance Measures	T3C. Performance Measures	T4C. Performance Measures
<ol style="list-style-type: none"> Criminal Justice Substance Misuse: <ol style="list-style-type: none"> Number of substance misusers (drug and alcohol) in treatment (reported quarterly): <ol style="list-style-type: none"> All Opiates Non opiates Alcohol % of successful completions Reduce reoffending for Substance misusers Number of drug related drug related deaths % of representations % of drop out rates Monitor the proportion of alcohol related crimes compared to 2017-18 <ol style="list-style-type: none"> Overall In NTEs Percentage of people who think drug dealing and abuse is a problem (OPCC Survey). 	<ol style="list-style-type: none"> Number of victims initiating a restorative process Number of victim-initiated restorative processes taking place % of cases closed reporting increased emotional wellbeing following a restorative process 	<ol style="list-style-type: none"> Number of residents who feel that people from different backgrounds get along well with each other (New question OPCC survey). Number of residents who feel there is a strong sense of belonging and community where they live (New question OPCC survey). HMICFRS PEEL Legitimacy Grade: To what extent does the Force treat all of the people it serves with fairness and respect 	<ol style="list-style-type: none"> Staffing Levels - Actual compared to budget: <ol style="list-style-type: none"> Number of Police Officers PCSOs Police Staff Police Specials, Cadets and Volunteers. Percentage of BME representation in: <ol style="list-style-type: none"> The work force overall Supervisory roles/senior ranks. Percentage of spend on visible operational front line, compared to national and MSG averages (HMICFRS VFM profile). Spend on local policing, compared to national and MSG averages (HMICFRS VFM profile). Level of officer and staff morale (Establish Local survey).

4. Number of police incidents created where mental health is or suspected to be a factor			
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T1. Protecting People from Harm	T2. Helping and Supporting Victims	T3. Tackling Crime and Antisocial Behaviour	T4. Transforming Services and Delivering Quality Policing
T1D. Outcomes	T2D. Outcomes	T3D. Outcomes	T4D. Outcomes
T1 D. Improve information sharing between organisations using ECINs	T2 D. Victims receive high quality effective support	T3 D. Hold offenders to account through an effective criminal justice system.	T4 D. Value for money is delivered and waste is minimised.
1. ECIN Users - Increase the number of: <ul style="list-style-type: none"> a. Organisations actively sharing information on E-CINs b. Organisations signed up to the new information sharing agreement. c. ECIN users d. ECIN profiles 	1. % of cases sampled complying with the Code of Practice for Victims of Crime 2015 <ul style="list-style-type: none"> 2. % of cases closed reporting satisfaction with victim support services 3. % of cases closed reporting satisfaction following a restorative process 	1. Positive outcome rate for all crime/victim base crime. <ul style="list-style-type: none"> 2. Number of crimes resolved through community resolution. 3. Rates of recidivism for community resolution. 	1. HMICFRS PEEL Legitimacy Grading: How well does the Force use it resources? <ul style="list-style-type: none"> 2. Percentage of working days lost through sickness for : <ul style="list-style-type: none"> a. Police officers and b. Police staff. 3. Rolling 12 month average for All recorded crime compliance rates with NCRS. 4. Monitor the abandoned call rate compared to 2017-18 : <ul style="list-style-type: none"> a. 999 and b. 101 5. Police Graded Response incidents attended within prescribed time (monthly average to be better than 2018-19): <ul style="list-style-type: none"> a. % Grade 1 Urban b. % Grade 1 Rural c. % Grade 2



SPECIFIC DELIVERABLES OF COMMISSIONER, CHIEF CONSTABLE AND PARTNERS

T1. Protecting People from Harm	T2. Helping and Supporting Victims	T3. Tackling Crime and Antisocial Behaviour	T4. Transforming Services and Delivering Quality Policing
<ol style="list-style-type: none"> 1. Continue to improve partnership response to modern slavery, improve understanding and raise public awareness of exploitation. 2. Fund targeted education and awareness raising initiatives with young people, parents and the wider community with regard to substance misuse and new psychoactive substances. 3. Undertake a review of the criminal justice substance misuse service to meet current and future drug use. 4. Recruit dedicated police staff to implement a new cyber fraud prevention and protection strategy to safeguard vulnerable people. 5. Continue to undertake 'Fraud Protect' visits to vulnerable victims of financial crime. 6. Invest in initiatives to raise awareness and keep people safe on-line, focussing on preventing child exploitation, bullying, sexting, and technologically-assisted harmful sexual behaviour. 7. Increase the resource into policing to deal the investigation of paedophiles online. 8. PCC to continue to provide leadership and commitment to delivering the mental health crisis care concordat. 9. PCC to continue building relationship with partners, health sector and Clinical Commissioning Groups to further enhance support for people with mental health issues. 10. Continue to better understand and improve partnership response to missing persons from hospital, home and care settings. 11. Support community led early help services and problem solving approaches for people suffering from mental health and complex needs who are perpetrators of crime and ASB. 12. Mainstream and deploy the Street Triage Team to deal with mental health incidents. 13. Invest in initiatives to address the complex needs of offenders who are at risk of street homelessness or street drinking. 14. Expand the use of E-CINS Case Management system to broaden partnership work to protect people from harm and support problem solving. 	<ol style="list-style-type: none"> 1. Develop a dedicated website for victims on where to go to access support. 2. Continue to support both City and County MASH to identify top repeat victims for partnership interventions. 3. Continue to improve the partnership response to support victims, preventing hate crime and raising public awareness. 4. Continue to invest in outcomes focussed domestic abuse services for victims and survivors. 5. Invest in and co-commission a new ISVA and CHISVA support service for victims and survivors of sexual abuse. 6. Work with health partners to drive forward improvements to therapeutic support for sexual violence victims and survivors. 7. Work with partners to invest in new facilities for the adult Sexual Assault Referral Centre (SARC). 8. Further embed the new Victim CARE model and expand the number of local community points to improve access to services. 9. Significantly expand the take up of victim led restorative justice 10. Seek assurance that the police and criminal justice system are compliant with the 'Code of practice for victims of crime'. 11. Explore and seek support for introducing a Court observer panel for specific crime types. 12. Improve the criminal justice system's response to female offenders. 13. Improve the performance management and quality assurance of victim services. 14. Mainstream fund the historic and sexual abuse enquiry team. 	<ol style="list-style-type: none"> 1. Continue to provide financial support for targeted programmes to divert children and young people away from crime and anti-social behaviour. 2. Undertake research and co-engagement activity to build a better understanding of communities. 3. Identify high severity 'harm spot' locations in Neighbourhood Policing Areas and produce detailed intelligence profiles to support problem solving. 4. Invest in community problem-solving approaches to address concerns that matter most to people such as rural crime, motorcycle noise and alcohol related anti-social behaviour. 5. Support community led initiatives to reduce serious acquisitive crime, such as vehicle crime and domestic burglary and reinvigorate traditional target hardening activity. 6. Continue to work collaboratively in local, regional, national and international structures to obtain, analyse and share intelligence to protect the public from terrorism and extremism. 7. Police and Partners to work closely with statutory partners, community contacts and Police colleagues to safeguard people from radicalisation and to prevent the spread of all forms extremist rhetoric and acts of terrorism. 8. Help develop the Road Safety Partnership using Community Watch and include Fire and Rescue Service in Partnership working arrangements. 9. Work with national Neighbourhood Watch and Neighbourhood Alert to further develop technological opportunities and other working for sharing and responding to community intelligence. 10. Pilot 'Safer Schools Officers' to achieve better engagement and introduce early intervention activities. 11. Manage suspects and offenders who pose the most risk to committing domestic abuse through the Integrated Offender Management (IOM) programme and through 'alcohol' monitoring tags. 12. Explore new methodology to score and prioritise IOM (Integrated Offender Management) using ONS high harm crime index. 13. Continue to improve 101 responses to low level drug dealing, ASB and noise related ASB through joint Partnership working in urban and rural areas. 14. Appoint a 'Knife Crime Strategy Manager' to improve joint working and mainstream the knife crime team. 15. Establish dedicated burglary reduction teams in the City and County to increase proactive capacity in the Force. 16. Continue to support partnership activity and targeted programmes in support of tackling serious and organised crime. 	<ol style="list-style-type: none"> 1. Continue to put forward a strong national case for Nottinghamshire to receive a fair share of policing resources. 2. Ensure the force achieves a balanced budget and reduces non-pay costs to help grow officer numbers. 3. Completely review and introduce a new policing model across Nottinghamshire. 4. Work with Partners to identify further collaboration opportunities for pooled budgets, efficiencies and improved services. 5. Develop a programme of collaboration with the Fire and Rescue Service, including sharing estates, vehicles and training. 6. Increase co-location of public services and where beneficial share data, buildings, people and information. 7. Invest and support a common IT platform and system across policing and other technological solutions such as drones. 8. Invest and promote the welfare of officers, staff and volunteers. 9. Ensure the police workforce and supervisory structure is more representative of the community it serves. 10. Invest in community led initiatives to facilitate positive relationships between BME and/or new and emerging communities and the police. 11. Continue to implement HR Strategy to fulfill requirements of Equality Act 2010. 12. Introduce a new model to deal with complaints against policing. 13. Undertake education and proactive communication and media campaigns to reduce inappropriate calls for service 14. Undertake further research to improve understanding of presenting demand, including the drivers of high rates of 999 and 101 calls. 15. Consider any Government opportunities for further devolution of criminal justice services. 16. Explore opportunities to establish an annual consultation forum of third sector providers to help inform the Strategic Needs Assessment.