



Nottinghamshire
POLICE & CRIME PLAN
2013 - 2018



Nottinghamshire
**POLICE & CRIME
COMMISSIONER**

FOREWORD

Welcome to Nottinghamshire's first Police and Crime Plan. It draws strongly on the experiences you have shared with us and aims to put you and your families at its heart. In it, we explain the main priorities for action over the next five years, reflecting wherever possible what you have told us needs to happen for you to be safe and feel safe from crime.

We all know, being safe from crime is vital for our wellbeing. Wherever we live or work, we want to be protected from those who seek to harm us.

This is why, when I was elected as the People's Commissioner in November 2012, I promised to speak up for you. I have done that ever since, and will continue to do so together with my Deputy Chris Cutland. We are determined to work with partners across the community safety and criminal justice services to address the police and crime issues facing residents and businesses. I'm already achieving my election pledges to:

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

We will work with the Chief Constable, partners, and particularly the Police and Crime Panel, to deliver and improve policing performance, cut crime and antisocial behaviour, and build trust and confidence in policing. At the same time as the recent historic reforms in policing, Nottinghamshire Police was faced with unprecedented budget cuts of £42m – amounting to 20%. This means £10.5m underfunding each year.

In recent years 300 Police Officers and 450 Support Staff have lost their jobs – but you can't cut crime by cutting down on Police Officers. We are, therefore, pushing hard for extra resources and ensuring more Officers and PCSOs are back on the front line. During the next 12 months 150 Police officers backed by 50 PCSOs will be recruited into Neighbourhood Police Teams. This will allow us to focus on reducing crime and antisocial behaviour, making Nottinghamshire somewhere we want to live, work and raise our families.

I want to be known as the People's Commissioner, to be your voice, and stand by your side. To do that successfully I need you to tell me and my Deputy what works and what doesn't. With your support and your consent, I will do my utmost to make your views count.



Nottinghamshire's Police
and Crime Commissioner:

Paddy Tipping

Nottinghamshire's
Deputy Police and Crime
Commissioner:

Chris Cutland

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1. INTRODUCTION

Background

This is the first Police and Crime Plan (the Plan) published by the Nottinghamshire Police and Crime Commissioner (the Commissioner) and the Deputy Police and Crime Commissioner (the Deputy Commissioner). The Plan covers a period of five years from April 2013 to March 2018 and has been developed through partnership working and engagement with local communities, victims of crime and local citizens to outline the priorities for policing in Nottingham and Nottinghamshire.



The Commissioner's vision is to be "The People's Commissioner, by giving victims and citizens a bigger voice in policing to achieve a safer Nottingham and Nottinghamshire".

The Plan sets out the Commissioner's intentions to achieve safer communities and improve trust and confidence in high quality policing by reducing crime and antisocial behaviour, ensuring fairer treatment of victims and citizens and demonstrating using public resources wisely.

The Plan identifies priority themes supported by activities which will be led by the Commissioner, the Deputy Commissioner, the Chief Constable (the Chief) and community safety and criminal justice partners. These activities have been developed through the strategic planning and commissioning cycle and will be refreshed annually to take account of engagement and consultation with victims and local citizens.

The Plan identifies the unique policing requirements for the City and County covering crime, antisocial behaviour and violence particularly, although not exclusively around the threat and risks relating to gangs and violence, domestic abuse, sexual assault, mental health, drugs and alcohol and road safety. It is also important to reflect the different approaches needed to tackle rural crime such as burglary, agricultural thefts, robberies in rural shops and vehicle crime in rural locations.

The Commissioner has a wide remit focusing on cutting crime and improving community safety. This can only be achieved by working with a range of partners which include the local government, third sector and criminal justice partners together with health, care agencies and local businesses.

The Commissioner will publish an Annual Report on the progress of delivery against the Plan, however, within the first 100 days in office there has been significant achievements against the Commissioner's pledges, which includes: setting the policing budget and precept increase of 1.95%, enabling the recruitment of 150 police officers and 100 Police Community Support Officers to strengthen local policing, campaigning against further Government funding cuts to policing budgets, engagement with victims and community groups to gain further insight into perceptions of policing and identifying local solutions on how policing can meet individuals needs and improve community safety.¹

Purpose, Functions and Responsibilities of the Commissioner

The Police Reform and Social Responsibility Act (the 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 on 15 November 2012, with the Commissioner taking up office for policing and crime in Nottinghamshire from the 22 November 2012.

The Plan aims to strengthen the significant positive impact on the quality of life of citizens and communities in the City and the County by making them safer. The Commissioner will build on the strong position the Force, the previous Police Authority and community safety and criminal justice partners have established, over many years:

- **Securing an efficient and effective Police force.**
- **Appointing the Chief Constable, holding him to account for the running of the Police and if necessary dismissing him.**
- **Setting the Police and crime objectives for the City and County by producing a five year Police and Crime Plan (in consultation with the Chief Constable).**
- **Setting the annual Force budget and Police precept² and producing an Annual Report setting out the 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 (SPR).**
- **Appointing a Deputy Commissioner.**
- **Co-operating with partners and providing an efficient and effective criminal justice system.**
- **Working with partners and funding community safety activity to tackle crime and disorder.**
- **Making grants available to relevant organisations through commissioning.**

¹ Specific Information Order

Staff Transfer

The Act identified a two-stage transfer of staff, with the first 'Stage 1' transfer being automatic from the Police Authority to the Commissioner from the 22 November 2012. 'Stage 1' transfer provides a clear split of roles between the Commissioner and the Chief Constable. In simplistic terms, the Commissioner is responsible for the funding and strategic direction of the policing service, whilst the Chief Constable has full operational discretion for the delivery of the service. All Police officers and the majority of Police staff (as agreed between the Commissioner and the Chief Constable) work under the direction and control of the Chief Constable. The Commissioner operates a Scheme of Delegation, which provides the legal basis for Police staff to undertake functions and make decisions on behalf of the Commissioner.

The Act provides for a second 'Stage 2' transfer which will be negotiated and completed by no later than April 2014, and will enable the movement of staff employment, property ownership, and other rights and liabilities from the Commissioner to the Chief Constable, subject to Home Office ministerial approval. It is within the Commissioner's freedom to make their own local arrangements about how their functions and those of the Police force will be discharged in future, in consultation with the Chief Constable. The consultation will include staff and staff associations.

Police Integrity

We have the best Police force in the world. We all expect our Police officers to uphold the highest standards of integrity; this is about having clear values being demonstrated by expected behaviours for officers of the law. Concerns about integrity are some of the most important issues facing the profession of policing. Cases of Police misconduct can seriously harm years of work to establish trust and confidence between the Police and members of their community. There is significant reform underway nationally for policing. The Commissioner will be working with the Chief Constable to ensure more transparent and accountable policing with clear expectations for officers' conduct being upheld to improve trust and confidence.

Strategic Framework

This Plan sets out the overall strategic direction and long term vision for delivering high quality, transparent and sustainable policing services across the City and the County. The Commissioner has developed the Strategic Framework which identifies the vision, outcomes, objectives, pledges and values. The Strategic Framework also identifies the strategic priorities and activities which have been developed through the Joint Partnership Strategic Assessment.

There are performance measures and targets to performance manage the outcomes. The key strategic planning diagram is provided over the page, with the full Strategic Framework referenced as Appendix 1.

The Strategic Framework has been developed from:

- Consultation on the draft Police and Crime Plan.
- The Commissioner's Manifesto commitments.
- Community consultation and engagement analysis covering victim and community consultation, surveys, forums, focus groups and neighbourhood meetings.
- Strategic futures scanning on national, regional and local issues utilising political, economic, social, technological, environmental, legal and organisational (PESTELO) analysis.
- Joint Partnership Strategic Assessment from the Force and community safety and criminal justice partnerships' analysis of current and emerging intelligence and performance threats and opportunities.
- Analysis from inspections, audits and reviews.
- Analysis of performance data and progress against the current Chief Constable's Policing Plan.
- Analysis of Force resources, budgets and crime and policing grants.



² Financial Code of Practice (FMCOP)

THE VISION

'The People's Commissioner'



...giving victims and citizens a bigger VOICE -

Pledges



- Campaign against Government funding cuts to Nottinghamshire's Police budget.
- Improve Community Policing across Nottinghamshire by taking on 150 extra Police Officers and 100 Police Community Support Officers.
- Work in partnership to reduce antisocial behaviour by 50%.

We Value



Victims – by listening and taking action to protect and safeguard vulnerable people



Openness – by putting victims and the public at the heart of open and transparent decision-making

1. Protect, support and respond to victims, witnesses and vulnerable people	2. Improve the efficiency, accessibility and effectiveness of the criminal justice process	3. Focus on those local areas that are most affected by crime and antisocial behaviour	4. Reduce the impact of drugs and alcohol on levels of crime and antisocial behaviour
<ul style="list-style-type: none"> C Develop a 'Victims Strategy' and Commissioning Framework based upon evidence of need. C Work with 'Victim Support' to secure funding for Antisocial Behaviour Case Workers. C Improve support to young victims of crime. C Through better understanding protect, and reduce violence to, young women and girls in gangs. C Protect, support and respond to repeat victims of domestic abuse, especially high and medium risk. C Protect and support victims of sexual violence. C Improve BME experience of policing through better engagement and being more responsive to needs. F Working in partnership with other organisations to focus on hate crime. F Ensure Stop and Search transparency and proportionality. F Ensure the Police workforce continues to respect and represent the communities it serves. P Promote and develop opportunities for local communities, individuals and businesses to work together to reduce crime. P Improve witnesses and victims experience and participation levels in the Criminal Justice system by removing barriers. 	<ul style="list-style-type: none"> C The Commissioner will work with Criminal Justice Partners to agree ways in which the Criminal Justice System can be more accessible to all communities. C Monitor the effectiveness of the Youth Justice and Criminal Justice System, including timeliness and compliance with national standards on sentencing decisions. F Improve the timeliness and quality of case files. F Digitalise the way case files are produced and transferred. P Improve the effectiveness and support of victims and witnesses going through the Criminal Justice System. P Ensure that all agencies deal fairly with offenders from all backgrounds. P Promote and align community payback with local neighbourhood priorities to improve the local environment. P Develop opportunities to involve victims of antisocial behaviour and crime in neighbourhood justice. P Providing public information on the sentencing and names of offenders. 	<ul style="list-style-type: none"> C Combat crime and create safe public open spaces, such as the Forest Recreation Ground in the City. C Explore the benefits and evidence for creating safer school routes. C Improve public transport safety and introduce with partners a safer Cab Scheme. C Continue to support partnership working on high impact neighbourhoods across the City and partnership priority areas across the County. C Work with partners to tackle rural crime, protect local natural environments and improve cross-border working. F Zero tolerance to violence. F Work with partners to achieve a safe and secure night time economy for the City and other towns. F Work with social landlords, private landlords and other partners in combating antisocial behaviour. F Reduce crime by designing out opportunities in residential, business and commercial developments. F Improve the continuity of Police officers to achieve sustainable workforce planning for neighbourhood policing and other specialist policing services. 	<ul style="list-style-type: none"> C Better alignment of partnership budgets to reduce alcohol and drug misuse. C Work to ensure that alcohol is a strategic and resource priority for all partners. C Work with local authorities to create a safer night time economy. F Continue to provide drug testing, assessment and wrap around support for drug misusing offenders. P Improve drug and alcohol treatment and assessment in custody, prisons and the community. P Increase the use of Civil and Criminal Enforcement remedies to manage the impact of excessive drinking. P Develop interventions to prevent and tackle 'legal highs' to address the impact on violent crime. P Ensure the robust enforcement of licensing conditions of pubs and clubs causing the most concerns. P Consider and explore the benefits of family drug and alcohol courts.

Key for activities: **C** for the Commissioner, **F** for the Force, **P** for Partners

in policing to achieve a safer Nottingham and Nottinghamshire

- Give extra priority and resources to domestic violence and crimes against girls and women.
- Ensure that victims of crime are treated as people, not cases, and Victim Support is properly funded.
- Be fair, honest and protect taxpayers' money.



5. Reduce the threat from organised crime	6. Prevention, early intervention and reduction in reoffending	7. Spending your money wisely	To achieve outcomes of:
<ul style="list-style-type: none"> C Work in partnership to manage the national threat assessment and meet the Strategic Policing Requirement (cyber crime, terrorism, public order, and civil emergencies). C Encourage greater regional collaboration between forces for crime, criminal justice and operational support. C Support the Ending Gang & Youth Violence programme and enhance community involvement. C Promote activities to build active communities and improve relationships and community cohesion. F Co-operate and share information across force boundaries to manage risks and threats. F Pursue criminals through the courts to confiscate and seize assets to ensure no one profits from crime. F Ensure neighbourhoods are free from organised crime. F Proactively investigate and manage individuals involved in the sexual exploitation of women and children. F Deter and prevent the use of the roads by criminals through ANPR. F Promote road safety and reduce the number of people who are seriously injured or killed on the roads. 	<ul style="list-style-type: none"> C Work in partnership to address the mental health needs of offenders and the impact of substance misuse and alcohol. C Provide positive activities for young people at most risk of getting involved in offending and antisocial behaviour. F Reduce reoffending and deter the number of persistent and problematic offenders through robust offender management (statutory and non-statutory), in addition to proactively managing dangerous offenders, perpetrators of domestic abuse and individuals involved in shoplifting. P Actively manage through MAPPA, dangerous sex and violent offenders to reduce the threat to communities. P Expand the use of restorative justice by partners and roll out the new conditional Youth Caution Scheme. P Intervene early and provide support to complex and priority troubled families. P Save resources through co-location and shared services such as; AURORA, Targeted Youth Support, MASH, Local Antisocial Behaviour and Offender Management Teams. 	<ul style="list-style-type: none"> C Create a partnership fund and provide resources to local communities to help resolve local problems and concerns. C Build resource allocation for policing from zero based budgets to improve value for money. C Achieve greater financial savings from existing regional collaboration. C Review the policing estate and custody arrangements in Worksop and the north of the county. C Build sustainability into policing and reduce the carbon footprint and improve energy management. C Recruit more volunteers, including cadets, Parish Constables, Specials, Neighbourhood Watch and 'Mystery Shoppers' to support of the work of the Commissioner. F Invest in Police leadership and the development of sergeants and inspectors. F Improve the recruitment, retention and progression of for BME and other officers and staff to reflect the local community. F Improve attendance by reducing sickness and stress-related absence of Police officers and Police staff. F Redesign the Police workforce and expand the use of civilian investigators. 	<p>To achieve outcomes of:</p> <ul style="list-style-type: none"> • Safer communities • Improved trust and confidence in policing • Delivering value for money policing services <p>To achieve objectives of:</p> <ul style="list-style-type: none"> • Reduced crime and antisocial behaviour • Fairer treatment of victims and citizens • Better use of resources <p>To be measured by demonstrating:</p> <ul style="list-style-type: none"> • Ranked in the top 10 Police forces for reducing crime • Ranked in the top 5 forces for victims satisfaction • Efficient and effective use of budget and resources • Increased representation of BME through recruitment

THE VISION

The People's Commissioner - by giving victims and citizens a bigger voice in policing to achieve a safer Nottingham and Nottinghamshire.

To achieve **outcomes** of:

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

To achieve **objectives** of:

- Reduced crime and antisocial behaviour.
- Fairer treatment of victims and citizens.
- Better use of resources.

To be **measured** by demonstrating being:

- Ranked in the top 10 Police forces for reducing crime.
- Ranked in the top 5 forces for victim satisfaction.
- Efficient and effective in the use of budgets and resources.
- Increasingly representative of black and ethnic minorities (BME) through recruitment.

Pledges from the Commissioner's Manifesto:

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

The Commissioner has also signed up to, or is working with key partnerships on pledges, charters and priorities which include:

- Victims' Support Pledges.
- Youth Charter.
- Rural Charter.
- RSPCA Animal Welfare Charter.
- Barnardo's Cut Them Free Campaign.

The Commissioner has developed core values to help define the things that are important in the way we will work and the way we will interact to deliver this Plan. The vision is about 'what we do' and the values are about 'how we do it', these will be supported by outlining standards and behaviours of integrity, which will be measured for assurance of integrity of policing.

The Commissioner's 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 antisocial 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.

Requirements of the Police and Crime Plan

The seven strategic priority themes are:

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

Performance Monitoring

The Commissioner will work with partners to ensure that the performance framework of the Plan is robustly managed and linked to existing measures and priorities across partnership plans. The performance of the Plan will be monitored and reported to the Audit and Scrutiny Panel and updates reported to the Police and Crime Panel.

Requirements of the Police and Crime Plan

The Commissioner, together with the Chief Constable, has a leading role in delivering the vision and will continue to work collaboratively with partners, colleagues and citizens. We are committed to providing first class policing services for the City and the County. The core values underpin our approach and we are developing a framework that describes the behaviours and standards which 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.
- Ensuring resources support the Strategic Policing Requirement to address national risks, harm and threats.
- Having regard for the safeguarding of children and vulnerable adults, promoting the welfare of children and equality and diversity.
- Co-operating with local criminal justice bodies to provide efficient and effective criminal justice services.
- Developing a corporate social responsibility approach to environmental sustainability.

Appendix 2 provides an overview of the standards which underpin the Plan.



2. NATIONAL OVERVIEW

"...focuses on those areas where the Government has a responsibility for ensuring that sufficient capabilities are in place to respond to serious and cross-boundary criminality."

The introduction of the Commissioner is part of a wider programme of Police reforms to fight crime locally which include:

- Changing local accountability with the introduction of Police and Crime Commissioners.
- The creation of the National Crime Agency (NCA) which is an operational crime fighting agency set up to tackle organised crime, strengthen our borders, fight fraud and cyber crime, protect adults and young children.
- Continuing to build the professionalism of the Police service – with the new College of Policing to assist with the transformational change challenges, delivering savings and reducing crime to the increasing complexity of threats to national security, public safety and public order.
- Independent Police Complaints Commission (IPCC) is to be reformed and expanded to deal with all serious complaints against the Police.
- Opening up public services to be delivered by private and third sector organisations.
- Maximising opportunities at a national level to procure services and goods cheaper and more efficiently.
- Reducing bureaucracy to increase the visibility of Police officers.
- Supporting the service through change.
- Winsor review of Police pay and conditions.
- Police Pension reform.



Strategic Policing Requirement

The Home Secretary has published the 'Strategic Policing Requirement' (SPR) which the Commissioner and Chief Constable are required to regard when exercising their respective roles and the allocation of resources. It focuses on those areas where the Government has a responsibility for ensuring that sufficient capabilities are in place to respond to serious and cross-border criminality and support the work of national agencies such as the National Crime Agency. It does not cover areas where the Commissioner and Chief are able to make effective local risk assessments. Key local risks which have been identified in the Joint Partnership Strategic Assessment cover areas of extreme terrorism, human trafficking and serious and organised crime.

Appendix 3 provides an overview of the Strategic Policing Requirement (SPR).

Emerging Issues

Key national emerging strategies, plans and reviews were assessed as part of the consideration for developing this Plan, which have included:

- Police Integrity.
- Cyber Crime and Security – 'UK Cyber Security Strategy'.
- Strategy for victims and witnesses.
- 'Giving Victims a Voice' report setting out the findings of Operation Yewtree, which was launched to investigate the Jimmy Savile abuse claims.
- Human Trafficking is international organised crime.
- Domestic Violence – 'Call to End Violence against Women and Girls: Taking Action'.
- Gang and Youth Violence – 'Ending gang and youth violence'.
- Restorative Justice and Community payback.
- New Localism Bill – community budgets.
- Alcohol and drug-related crime and disorder – 'Alcohol Strategy' and 'Drug Strategy'.
- Antisocial behaviour and criminal damage – Governments White Paper: Putting Victims First: More Effective Responses to Antisocial Behaviour.
- Hate Crime – 'Tackle Hate Crime'.
- Child Poverty.
- Crime and Courts Bill for the establishment of the National Crime Agency (NCA) to prevent and investigate serious, organised and complex crime, enhance border security and tackle the sexual abuse and exploitation of children and cyber crime.
- Criminal Justice Reform.
- Police Reform – 'Police Reform and Social Responsibility Act 2011'.
- Social Justice Reform – 'Social Justice: Transforming Lives Strategy'.
- Open Public Services – 'White Paper: Open Public Services'.
- Time to Wake Up – Tackling gangs one year after the riots.⁴
- After the riots' – The final report of the Riots Communities and Victims Panel.
- Ministry of Justice's Consultation Paper: On Transforming Rehabilitation: A revolution in the way we manage offenders.
- Regulation of Investigatory Powers Act 2000 (RIPA), surveillance changes which govern the use of covert techniques by public authorities.
- Social Value Act 2013.
- Welfare Reform Act 2012.

⁴Centre for Social Justice October 2012

3. Regional Overview

East Midlands Police Collaboration

Every force in the country is facing severe financial challenges implemented through the Comprehensive Spending Review (CSR). The Commissioner will lead collaboration for Nottinghamshire to maximise the results that will enhance the capacity of the Police service in the region and to help protect local front line Neighbourhood services.

Derbyshire, Leicestershire, Lincolnshire, Northamptonshire and Nottinghamshire's Police forces have been exploring opportunities to increase operational resilience and improve efficiency through collaboration for over a decade.

The Regional Team has a combined budget of £32.9m for 2013/14, of which Nottinghamshire contributes £9.8m (27.3%). The collaboration approach has realised cashable savings of £9.4m (split amongst the five forces) from the following regional collaborative projects:

- Forensic Services
- Major Crime
- Counter Terrorism
- Serious Organised Crime
- Legal Services
- Human Resources
- Learning & Development
- Occupational Health
- Vehicle Fleet Management

The Commissioner will ensure that existing collaboration projects achieve further financial savings over the medium to long-term.

As a result of collaboration, a growing number of services are now delivered by collaborative units, including the five force East Midlands Special Operations Unit (EMSOU), which now incorporates:

- **A Serious Organised Crime Unit (EMSOU SOC):** Tackles Organised Crime Groups who are involved in offences such as drugs importation and distribution, armed robbery, money laundering and people trafficking. Officers working within EMSOU SOC work closely with partners such as the Serious and Organised Crime Agency, HM Revenue and Customs and the UK Borders Agency.
- **A Regional Intelligence Unit (RIU):** Examines the serious and organised crime intelligence picture across the region.
- **A Regional Asset Recovery Team (EMRART):** One of nine national teams that use specialist money laundering investigation techniques and asset recovery tools to tackle serious and organised crime.
- **A Major Crime Unit (EMSOU MC):** The largest collaboration of its kind in the country, and investigates murder, manslaughter and kidnap across the East Midlands, together with taking on other investigations through a central tasking process.
- **A Regional Review Unit (RRU):** Examines undetected homicides, domestic murders, murders of vulnerable people, stranger rapes, non-stop fatal road traffic collisions, cold case rapes and cold case murders.
- **The East Midlands Counter Terrorism Intelligence Unit (EMCTIU):** A regional five force collaboration, which works against terrorist and domestic extremist threat as part of the national Counter Terrorism network. The unit has increased resilience for all five forces in managing and responding to operational Counter Terrorism and Domestic Extremism threats, including the creation of a single policing system managed and resourced at the centre – the first of its kind in this area of work and now recognised as best practice nationally.

The Commissioner expects EMSOU to achieve these actions by maximising its effectiveness within existing funding.

" The Commissioner will lead collaboration for Nottinghamshire to maximise the results that will enhance the capacity of the Police service in the region and to help protect local front line Neighbourhood services. "



4. LOCAL OVERVIEW

Overview of Nottingham and Nottinghamshire

Nottinghamshire is situated in the heart of England, within the East Midlands Region. The City is the regional capital of the East Midlands situated to the south of the County; it is one of eight core cities⁵ recognised by Government. The 2011 Census⁶ identified that the County covers an area of 215,938 hectares (834 square miles).

The City and County has a combined population of just under 1.1 million, the most populous area comprising the City and the suburban areas of Beeston, West Bridgford and Arnold. The County is home to the major towns of Mansfield, Kirkby-in-Ashfield and Sutton-in-Ashfield which together form the 5th largest urban area in the East Midlands. The towns of Worksop, Newark-on-Trent and Retford sit within a wider rural area of market towns and villages.⁷

There is a need to reflect the distinctiveness of the City and the County for policing. There are different concentrations and types of offending which require specific interventions and tactics on how crime might be reduced and by what amount to ensure priorities and targets in local partnership plans are achieved.

In Nottingham, local business crime reduction activity is recognised nationally. The work has been successful in sharing intelligence, target hardening and communicating to alert businesses and their employees to the latest threats from organised crime gangs.

This Plan provides a platform for partners to work together to further maximise performance achievements and to focus activity on areas of greatest need which will continue to build healthy and cohesive neighbourhoods.



Crime and vulnerability

The demographic profile of the City and the County presents a variety of challenges and opportunities for policing. The Commissioner will work with partners to protect, support and respond to the needs of vulnerable people, victims and witnesses, with a focus on addressing crime and antisocial behaviour in those neighbourhoods where it is most concentrated and affecting particular sections of communities: women and girls, young people, older people, BME communities and people with mental health needs and learning disabilities.

Population

Evidence from the 2011 Census reveals that the East Midlands Region as a whole has experienced some of the highest population growth in England and Wales since the last Census in 2001. Nottinghamshire now has a population of 1,091,482 people, which is distributed as:

- **Nottinghamshire County** **785,802**
- **Nottingham City** **305,680**

There are seven districts within the County, with the following population figures:

- | | |
|-------------------------------|----------------|
| 1. Ashfield | 119,497 |
| 2. Bassetlaw | 112,863 |
| 3. Broxtowe | 109,487 |
| 4. Gedling | 113,543 |
| 5. Mansfield | 104,466 |
| 6. Newark and Sherwood | 114,817 |
| 7. Rushcliffe | 111,129 |

⁵The other Core Cities are: Birmingham, Bristol, Leeds, Liverpool, Manchester, Newcastle and Sheffield

⁶Census 2011

⁷Economic Assessment

Diversity

The City has a very young population with a high proportion (30%) of people aged between 18 and 29, due largely, but not entirely, to the presence of two universities. Students account for approximately 1 in 8 of the population.

The majority of those living in the City are white British, although 24% describe themselves as being from BME groups. The proportion of the dual heritage and Chinese or Other populations is on a par with the national average, while the proportion of Asian and Black populations is well below the national average.

The County has distinctive area differences, Ashfield, Broxtowe, Mansfield and Rushcliffe have a greater proportion of younger people compared to Bassetlaw, Gedling and Newark and Sherwood which have a higher proportion of older people.

Economy

The 'Nottingham and Nottinghamshire Local Economic Assessment and Strategic Economic Opportunities' (Nov 2010)⁸ identified that there are 463,000 jobs across the County, largely concentrated in and around the main urban areas and a small but thriving rural economy. The area has a wide range of functioning economic relationships and interdependencies within and across the respective administrative boundaries. Evidence from across the assessment has led to the establishment of nine Strategic Economic Opportunities (SEOs) for the City and the County.

The local economy in the City and the County features world renowned companies in the fields of healthcare, pharmaceuticals, precision engineering, textiles and clothing and professional services. Boots, Experian, Capital One, Raleigh and Imperial Tobacco have headquarters here, as do Government bodies, including Revenue and Customs and the Driving Standards Agency.

Education

The area has two universities: the University of Nottingham and Nottingham Trent University, offering courses to over 45,000 full and part-time students. In addition, New College Nottingham is the second largest college in Europe with more than 50,000 full and part-time students.

Leisure

The area is known throughout the world as home to the Major Oak in Sherwood Forest and the legendary outlaw Robin Hood. It also boasts a number of world famous sporting arenas including: Trent Bridge Cricket Ground; the Capital FM National Ice Arena; Meadow Lane, home to the world's oldest football league club, Notts County; and the City Ground which is home to double European Cup winners Nottingham Forest.

Deprivation

According to the Indices of Multiple Deprivation published by the Department for Communities and Local Government, the City ranks as the 17th most deprived local authority area in England (of 326 areas) according to average deprivation indicators.⁹ Deprivation within the City area is concentrated around the central eastern and north western areas which include; Aspley, Bilborough, Bulwell, Sneinton and Dales and Bestwood. A disproportionate number of young and disabled people are known to live in the more deprived areas of the City.

In the County other deprived areas include; Mansfield (36th) and Ashfield (54th), with Rushcliffe (318th) being one of the least deprived areas.

Health

The City, Ashfield and Mansfield all have higher levels of drug use than the national average, and problematic substance misuse amongst young people. The Commissioner will work with the Police and community safety and criminal justice partners to address links between drug and alcohol misuse and reoffending, alcohol-related violence and disorder, and drug dealing together with alcohol and mental health, which are major concerns for local people, particularly in the City.⁹



⁸ 2010 figures from the Indices of Multiple Deprivation

⁹ The Nottingham Growth Plan

Roads

Nottinghamshire is located at the heart of the UK, with the City having excellent transport links to the rest of the UK and abroad, and benefits from a state-of-the-art tram system and the largest public bus network in the UK. In October 2012, it was named Transport City of the Year. The City is connected internationally by East Midlands Airport, located in the south-west of the County. There are other arterial routes across the County which include the A1 corridor and the M1, together with the A46 connecting counties across the region which will include cross-border co-operation.

The Commissioner has identified a key priority activity to focus on addressing Roads Policing and restricting criminal use of the County Roads, which will form a key element of partnership working. There will also be innovative activities focused on tackling localised problems of vehicle crime, safety for cyclists, road traffic accidents and the use of roads for racing which will form part of the Police and Partnership Crime Reduction Strategies.

Environment

The Commissioner will be developing environmental performance management into a framework with other existing plans, programmes and activities across policing and is looking to develop a Rural Charter with partners. Key partners will be included in the development of plans to tackle rural and environmental crime issues across the Crime and Safety Partnerships together with:

- The Nottinghamshire Wildlife Trust, which is a leading wildlife conservation charity with 10,000 members, working to protect and enhance the wildlife and their habitats throughout Nottinghamshire, by managing nature reserves, protecting species and habitats for present and future generations. The particular concerns for policing include environmental crime which includes badger digging, disturbance of nesting birds, destruction of bat roosts, poaching and killing of protected species and trespass and damage to reserves by off-road motorbikes and 4x4s.

- In November 2012, the National Farmers' Union (NFU), commissioned a survey of 153 members running farm businesses in the rural area of Nottinghamshire (which represents 26% of County NFU membership) to gain an understanding of the perceptions of rural crime and policing in the County. It identified rural crime as hardened crime, issues of reporting rural crime; and provided an evidence base for policing to be more responsive to tackling rural crime. Priorities for the NFU are: Farm Watch development; metal, vehicle, machinery and fuel theft; and to prioritise cross-border working.

Giving a Voice to victims and citizens

The Commissioner has a statutory duty to consult with the public and victims of crime about policing concerns and their views on this Plan, together with the Police and Crime budget and precept. The Commissioner's Community Engagement and Consultation Strategy defines how the Commissioner will engage and consult with victims and the Police. The Commissioner will identify ways to improve services in policing across the City and the County¹² by:

- Addressing individual needs and expectations.
- Improving community perceptions of the quality of policing.¹³
- Focusing on community priorities.
- Encouraging individuals to get involved in shaping policing in their area.¹⁴
- Ensuring transparency and availability of information.
- Feeding back on actions taken.

The Community Engagement and Consultation Strategy focuses on three main themes, communication, consultation and engagement to deliver the following outcomes:

- Local people feel more informed and motivated to influence decisions on policing and crime services.
- All sections of the community have opportunities to influence decisions, particularly victims and vulnerable individuals.
- Demonstrating new and innovative ways of ensuring communities have a voice.
- Coordinated use of existing resources for engagement and consultation with partners.

¹⁰Transport Development

¹¹Nottingham City

¹²Listening and Learning: Improving Support for Victims in Nottinghamshire

¹³It's a fair cop? Police legitimacy, public cooperation, and crime reduction: An interpretative evidence commentary the National Policing Improvement Agency and London School of Economics

¹⁴'After the riots' – The final report of the Riots Communities and Victims Panel

¹⁵Performance and Insight Report (Priority 3 – To earn your trust and confidence), September 2012, Nottinghamshire Police.

¹⁶Based on twelve month rolling average to July 2012 of 87.1%– Performance and Insight Report (Priority 3 – To earn your trust and confidence), September 2012, Nottinghamshire Police.

¹⁷Performance and Insight Report (Priority 3 – To earn your trust and confidence), September 2012, Nottinghamshire Police.

Listening to victims and citizens of Nottingham and Nottinghamshire

To achieve the vision, the Commissioner has committed to build on existing mechanisms to give victims and citizens a voice in the way in which policing services are delivered locally. There will be a focus on translating this information into action and transforming services to improve performance.

Through the development of the draft Plan, there has been a wide variety of consultation and engagement activities, together with further engagement led by the Commissioner and Deputy Commissioner to encourage individuals and communities to get involved in shaping policing in their area.

Victim of Crime Surveys

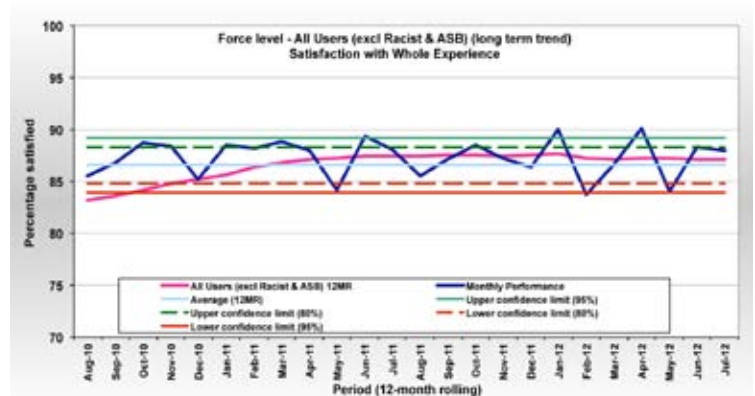
Victims of crime are routinely surveyed by the Police to build a picture of the perception of service that they have received. Part of this practice is mandated by the Home Office and part is local policy. Surveys are carried out on a monthly basis and cover: victims of burglary of a dwelling, racist incidents, theft of and theft from a motor vehicle, violent crime and antisocial behaviour (ASB).¹⁵

Just under 9 in 10 of those surveyed are satisfied with the service they received from the police. The disparity between BME and white respondents' satisfaction levels has reduced from 6.7 to 4.1 percentage points over the last year.

Antisocial behaviour satisfaction remains lower than that for all other surveyed user groups. However, there has been a steady increase in satisfaction over the last year which has been linked to an increased focus on targeted activity to reduce antisocial behaviour. Currently the Police are performing 7th out of 43 forces nationally.



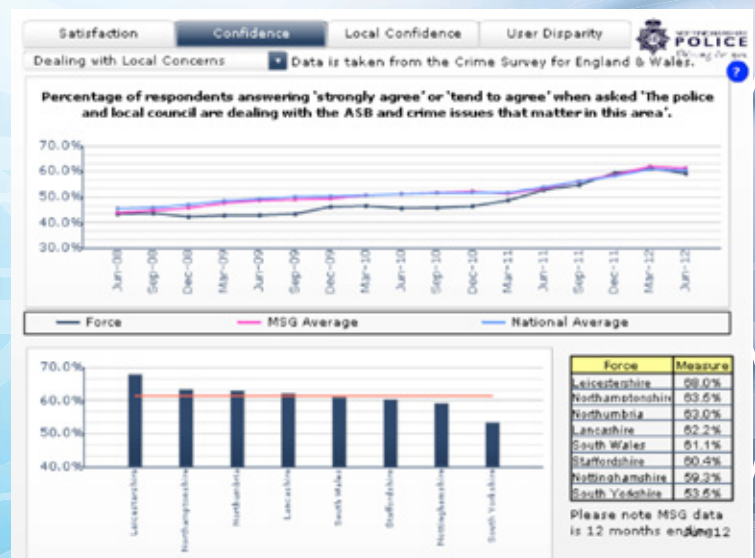
Figure 1: Victims of Crime Survey



Crime Survey for England and Wales (CSEW)

The Crime Survey for England and Wales (CSEW) is a systematic victim study, carried out on behalf of the Home Office, which seeks to measure the amount of crime the public has experienced in England and Wales in the last year. Around 6 in 10 of Nottinghamshire's respondents agreed that the Police and local councils are dealing with the crime and antisocial behaviour issues that matter in their area. Figure 2 shows how this measure of public confidence has improved, particularly in the last 12 months.

Figure 2: Crime Survey for England and Wales





Neighbourhood Surveys

The Police Reform and Social Responsibility Act 2011 requires the Chief Constable to make arrangements for obtaining the views of people within each neighbourhood about local crime and disorder, together with providing people within each neighbourhood with:

- Information about policing.
- Information about how policing is aimed at reducing crime and disorder.
- Setting regular meetings with communities.

Understanding and communicating with existing, emerging and vulnerable communities is an essential aid to intelligence, crime prevention and partnership interventions. Local priority surveys carried out by Neighbourhood Policing Teams (as of August 2011) identified:

- Antisocial behaviour and criminal damage accounted for approximately 65% of all local community priorities.
- Of the other priorities identified, road safety and speeding made up almost 10%, drug dealing or use 8%, burglary 7%, theft 5% and vehicle crime 4%.

In the latest Neighbourhood Survey, responses showed that over a quarter of all completed surveys identified that there were no problems in their local neighbourhood. In the last quarter there was a respondent rate equal to approximately 1% of all Nottinghamshire households finding that:

- 93.5% of neighbourhoods rate vehicle-related nuisance behaviour like illegal parking, speeding, off-road motorbikes and mini motos in the top three priorities for their area.
- 89.1% of neighbourhoods rate rowdy, nuisance behaviour in the top three priorities for their area.
- 58.7% of neighbourhoods rate environmental issues like dog fouling, littering and fly tipping in the top three priorities for their area.

Respect for Nottingham

The Respect for Nottingham Survey (2012) commissioned by Nottingham City Council asked a representative sample of 2,000 City residents their views and opinions about their local area and the city centre in relation to aspects of antisocial behaviour, crime and community safety and the strategic partnership between the Police and Council. These surveys have been conducted since 2003. The results of the 2012 survey will be published in April 2013, it highlights that:

- The top two antisocial behaviour issues in the local neighbourhood are dog fouling and littering.
- As in 2011, respondents are clearly most concerned about issues relating to alcohol in relation to Nottingham City Centre, with 41% of respondents agreeing that people being drunk or rowdy in public spaces is a fairly or very big problem and 37% claiming that street drinking is a fairly or very big problem.
- Young people in the 16-24 year old age group also recognise the issues in relation to street drinking and rowdiness, and intimidation as being a problem for them – indeed, there is an indication that these are more of an issue for younger than older residents.
- Almost two-thirds of respondents (67%) said they feel fairly or very safe when walking alone in their local area when it is dark, and whilst this is not significantly different to 2011, the trend data suggests that perceptions of feelings of safety in the local neighbourhood have improved.
- Respondents who feel very/fairly unsafe rank intimidation by groups/gangs, people being drunk or rowdy, noisy neighbours and loud parties, and street drinking as more of a problem in their local area than respondents who feel safe, the same as in 2011.
- Respondents have more concerns about Nottingham City Centre after dark, as in 2011, women are less likely to feel fairly or very safe than men.
- In terms of crime and community safety in their local area, one-third (33%) of residents ranked burglary as their primary concern, with alcohol-related violence and disorder ranked first by around one-in-five residents (18%).
- In general, as the crime rate at ward level declines, the proportion with a high perception of antisocial behaviour declines.
- In relation to what could be done to reduce crime and antisocial behaviour, residents ranked four aspects, more visible policing, better parenting, more CCTV and more activities for young people.

Nottinghamshire County Council's 2012 Annual Residents' Survey

Nottinghamshire County Council, with support from the district and borough councils, Nottingham City and other public sector partners, consults a Citizen's Panel, under the name Nottinghamshire Listens.

The panel is made up of a representative selection of 8,000 (1,000 in each district) people of different ages and backgrounds who volunteer to fill in surveys and give their opinion about services, plans and policies of borough and district councils, Nottingham City Council, Police, Fire and Rescue Service and Nottinghamshire NHS. The surveys identified:

- That burglary should be a priority for the Police.¹⁸
- The vast majority of panelists, 8 in 10, are satisfied with their area as a place to live.
- The majority of panelists still do not believe they can influence decisions affecting their local area (55%).
- 74% of Nottinghamshire residents replied that they feel safe when outside in their local area after dark and 95% of respondents stated they feel safe when outside in their local area during the day. A further 90% of Nottinghamshire residents added that they feel safe when alone in their home at night.

Addition information:

The survey also asked questions regarding how much certain types of antisocial behaviour are a problem in the respondent's local area. The most commonly cited forms of antisocial behaviour as either a very big or fairly big problem were:

- Rubbish or litter lying around (19%).
- Groups hanging around the streets (16%).
- People being drunk or rowdy in public places (14%).
- People using or dealing drugs (14%).

Priorities and Precept Survey

In preparation for the election of the Commissioner, consultation was conducted by the Police Authority between May and September 2012. This involved eight partner events to gather public information on priorities for policing and crime. There were 550 surveys completed, which were collected and used by the Police as part of the Joint Partnership Strategic Assessment and contributed towards the identification of the priority themes.

The Commissioner identified the need to undertake additional consultation with residents from across the City and the County to gather their views on the draft strategic priorities. The social research used two methods; a telephone survey of 400 people and three focus groups to provide more depth and understanding. The key findings were:

- Preferred methods of communication by the Commissioner were identified as: email and face to face contact through dedicated meetings and surgeries.
- General support for the strategic themes.
- Greatest drivers of perception were said to be increased visibility, improved local policing, improved response times and more visible policing.
- Victims, witnesses and vulnerable people were overall considered to be the most important.
- A willingness to pay more towards policing.



¹⁸ Source is latest website/newsletter for members of the panel - <http://www.nottinghamshire.gov.uk/thecouncil/democracy/have-your-say/citizens-panel/#Census2011>



Focus groups

The Commissioner and Deputy Commissioner led two focus groups in December 2012 to enhance their understanding of concerns from specific communities.

Women's Group key findings were:

- Women are quite invisible in the Criminal Justice System.
- Students who reported assaults to the police had various experiences of treatment, ranging from good to bad and they wanted the police to be more understanding of the impact on individuals.
- Domestic violence and sexual violence requires wider education and more joined up working.
- Police Officers need greater understanding of women's concerns and issues.
- People trafficking is a key concern.

BME Group key findings were:

- Need to attract people from the community to have a more representative Police workforce.
- Important for Police Officers to gain respect and address language barriers.
- Need to consider the impacts of poverty locally on policing and crime.
- Need to address violence and sexual crimes, particularly domestic violence.
- Expand the use of restorative justice to avoid criminalising the young.

It is the intention of the Commissioner to consult with young people from across the City and the County through Youth Councils to gain their views on the Plan. Both the Commissioner and the Deputy Commissioner will be maximising the potential of social media as part of their commitment to encouraging views of young people.

Victim Services Advocate (VSA)

A report by the Victim Services Advocate (VSA) ¹⁹ project in Nottinghamshire, commissioned for the arrival of the Commissioner, found the following:

- There is comprehensive cross county provision of domestic and sexual violence services from a range of local statutory, voluntary and private organisations.
- However, inconsistencies arose across other crime categories, for example antisocial behaviour, where strategic planning was in development, and there was a lack of rounded provision of services to young victims and hate crime victims except for a reporting helpline.
- Victims said they were getting an inconsistent service from the Police and criminal justice agencies, and also that they wanted to be supported by people who have empathy, knowledge and understanding of their needs and situation.
- Overwhelmingly victims wanted services to respond to them as individuals rather than assuming their needs and vulnerability. There were concerns that limited definitions would mean some victims would not get a service.
- Additionally, it was clear that some vulnerable groups are less likely to access any services and are more likely to experience harassment and discrimination.
- Over two thirds of Nottinghamshire victims had never heard of the 'Victims' Code of Practice'.
- The distinction between criminal and non-criminal antisocial behaviour is of no importance to victims who simply want their concerns to be taken seriously, to be supported, better communication when they report, and clear actions to be taken.
- The needs of the victims, and not the agency, needs to drive the response and the services provided by the police and criminal justice agencies and the commissioning of support agency provision.
- There appears to be a good consistent level of service being provided for cases of murder or manslaughter, with the combined services provided by the Police in Nottinghamshire, the family liaison officers and the Victim Support homicide workers providing a good example of best practice inter-agency service and support, and is a valuable service.
- Young people said that they want the Police and other services to develop a deeper understanding of their needs, to communicate with them in a more age appropriate and empathetic way, not to view them universally as offenders.

¹⁹ Listening and Learning: Improving Support for Victims in Nottinghamshire

Further engagement over the draft Police and Crime Plan

Since the draft Police and Crime Plan has been presented to the Police and Crime Panel in January 2012, and distributed to key stakeholders and partners, together with being published on the Commissioner's website, there has been further consultation, this has included:

Online Survey (500 responses) key comments:

- Protect, support, respond to victims and witnesses, and prevent offending and reduce reoffending, focusing on local areas with the top important priorities.
- Support for paying more towards increasing the number of Police Officers and PCSOs, but wanted them to be more visible, respond quickly and to improve neighbourhood policing.
- More communication, which could include emails, newsletters and social media.

Nottingham City Youth Council and Young Peoples on line chat key comments:

- Wider use of social media and events with the Commissioner to provide communication and consultation to gather views of young people.
- Need to explore opportunities to get more involved in young people's activities and projects.
- Need to understand how young people can make complaints.
- Young people need to know more about what to expect if they are stopped and searched.

Victims of Crime key comments:

- Need to report back to victims, and there are opportunities to make more information available.
- Use of Pegasus which is a PIN number database designed to assist people with disabilities or those who are vulnerable and may have difficulty providing details.
- PEGASUS is key to communication.
- To explore more opportunities for the Police to work with social services and other agencies such as councils and private landlords to support victims.
- Improve visibility of Police, build respect and reduce bureaucracy.
- More work is needed to tackle antisocial behaviour, vandalism and burglary.

BME Groups key comments:

- More communication and engagement with communities which will improve trust, respect and identify issues to educate Police officers on BME culture.
- More training for Police Officers to understand cultural issues; need to understand the cultural barriers for BME groups joining the Police.
- More visibility and representative Police force, particularly around the new recruits.
- Restorative justice, to build confidence with young people as offenders and victims, and to support opportunities for more engagement with young people.
- Reduce barriers through removing stigma and improve engagement with young people.
- City night time economy, there is a need to tackle violence due to drugs and alcohol.
- Need to address stop and search of young people, they need to also know what to expect and how to behave on arrest.
- Young people are not always comfortable with community consultation.
- Need to know where to complain and trust in investigations.

Public meeting key comments:

- Different approaches to communication to encourage local communities to engage.
- Increased number of officers to be focused on local neighbourhood needs.
- There could be a wider use of PCSOs, giving them more powers.
- Roads policing is a key issue.
- Increased visibility of the Police.
- Local issues of problematic parking and dangers of mobility scooters.
- Late night alcohol and related antisocial behaviour.

“
It is the intention of the Commissioner to consult with young people from across the City and the County through Youth Councils to gain their views on the Plan.
”



Women's Group key comments:

- Communicate more with smaller groups to maximise opportunities to get involved and build partnership working.
- Need to make sure that officers are more visible.
- Women committing lesser offences are often incarcerated far away from their families; rehabilitation and custodial sentences need to be local.
- Restorative justice enables victims of crime to ask questions of offenders.
- There needs to be more BME representation to build trust and confidence in communities.
- Honour-based violence is a key issue within BME groups.

Business Engagement key comments:

- Police must react to and address petty crime quickly as this very often soon escalates into more serious crime.
- A senior Police Officer should attend Business Group meetings to listen to issues and work together with the business community to tackle problems together.
- Important for businesses to have and know who is the senior Police point of contact.

Identified Vulnerable Groups for Nottingham and Nottinghamshire

The following are vulnerable groups which the Commissioner and partners will be focusing targeted joint working to reduce the risks of offending and becoming a victim:

• **Domestic Violence**

The most vulnerable age group (males and females combined) is 18-25, which accounts for nearly 30% of all domestic violence offences and incidents. The most vulnerable age group for females is 18-25, and for males is 41-50, although domestic violence is gender specific, i.e. most commonly experienced by women and perpetrated by men.

• **Hate Crime**

There is a known issue with under reporting of hate crime which is in line with the national picture. In Nottingham City hate crime incidents and crime levels are almost half of those for the City and County combined. Of these racist hate crime accounts for almost 74% of the City's hate crime incidents total. In the County the most recent data shows the highest levels of reported hate crime are in Ashfield and Mansfield, with the highest number reported from the 41-48 age group.

• **Disability Hate Crime**

A recent joint survey by the Safer Communities and Safeguarding Adults and Mental Capacity Act Teams (Nottinghamshire County Council) found that almost three quarters of disabled people (73%) had been hurt physically, mentally or verbally as a result of their disability. It also indicated that hate crime against disabled people is widely under reported and that for many disabled people ongoing harassment is part of their everyday lives. The Nottingham Crime and Drugs Partnership's Hate Crime Strategy outlines how partners within Nottingham and Nottinghamshire will co-operate to deliver the required reductions in hate crime. The Strategy highlights approaches to support disabled people, specifically such as those with learning disabilities.

• **Young People**

Bassetlaw, Newark and Sherwood and Mansfield have the highest youth crime rate in the County. The three highest wards for youth crime are Worksop South East (Bassetlaw), Worksop North West (Bassetlaw) and Eastwood South (Broxtowe). There have been 384 First-Time Entrants (FTEs) this year. This is a reduction of 40.9% (266 FTEs) compared to last year. Since 2009 the number of young people entering the youth justice system in the County area has decreased by 40% although remains above the national average. The rates at which young people reoffend in the County is below the national average and violent crime committed by youths has reduced by over 20% since 2009. Across the City, youth-related crime and disorder continues to fall across almost all offence types. Youth victimisation has reduced by 34% (752 less victims) and youth offending (based on detections) have reduced by 21%. Violence is the most common issue faced by people, with 53% of all youth victims being victims of a violent offence.²⁰

²⁰ Nottingham Crime & Drugs Partnership Strategic Assessment 2011/2012

²¹ Children's Commissioner: Measuring Child Poverty: A consultation on better measures of child poverty

²² Nottingham City: <http://open.nottinghamcity.gov.uk/comm/download3.asp?dltype=inline&filename=54546/ChildPovertyinNottingham.pdf>

• Child Poverty

Poverty is multidimensional, but can be most easily measured and understood in terms of a lack of money and low income.²¹ The City has 34.5% of children in poverty, over 21,000 children (9th highest rate in England) compared with the national average of 20%. Nottingham has 23% of children in severe poverty (6th highest in England). The City has a further 21,800 children living in 'low income' households. The County has average levels of child poverty. Ravensdale Ward (2003 boundaries) had 42.7% of all children under 20 living in poverty which is the highest level in the County. In districts, there is wide variation in the percentage of children living in poverty. In 2008, districts were ranked as follows: Mansfield (22.7%), Ashfield (21.7%), Bassetlaw (18.3%), Newark and Sherwood (16.8%), Gedling (15.0%), Broxtowe (14.2%), and Rushcliffe (7.9%). In the County in 2008, there were 20,605 children living in households reliant on Income Support or Job Seekers Allowance, of which 15,205 were in lone parent households. When broken down at district level there is a marked difference in the numbers reliant on Income Support and Job Seekers Allowance Ashfield (4,305), Mansfield (3,970), Bassetlaw (3,240), Newark and Sherwood (3,100), Gedling (2,530), Broxtowe (2,230), and Rushcliffe (1,230) (HMSO 2010).²²

• Drugs and Alcohol

Tackling alcohol-related crime is a strategic imperative for the Commissioner, by bringing together various partners and expertise across health, care agencies, local government and third sector to effectively tackle the risks of alcohol misuse and mental health. The strategy will seek to address safeguarding and children, the social consequences of alcohol, including vandalism, assaults, family breakdown and domestic violence, victimisation, homicide, sexual offences, arson and traffic collisions. Account needs to be taken of the effect on offending and public disorder late at night and at the weekends when policing is most challenged.

Trends in hospital admission rates related to alcohol (in Nottinghamshire) are worse than regional or national increases, with the highest increase in Gedling and Newark and Sherwood. The number of clients, particularly opiate users, presenting for treatment, is increasing above the national average, and these clients appear to be largely criminal justice clients. Crime and drug-related offending in the City has dropped significantly over recent years. Since 2002 crime in the City has reduced by over 52% (representing over 37,000 less crimes) and the gap between the City's crime rate and that of the average amongst other similar cities has reduced by 76%. Furthermore, the number of offenders testing positive for heroin/cocaine under 'test on arrest' has reduced by 50%.²³

• Safeguarding children and adults

A Multi-Agency Safeguarding Hub (MASH) was launched in November 2012 to improve adult and children safeguarding. It is the first point of contact for safeguarding enquiries within the County and will see staff within the Police working with Children's Social Care, Adult Safeguarding and Health, co-located at Mercury House in Annesley. The MASH receive safeguarding concerns or enquiries and gather information from different agencies to build up a full picture of the circumstances of a case, enabling swift, co-ordinated and consistent decisions on the most appropriate action needed to ensure that vulnerable children and adults are kept safe.

In the City, the Domestic Abuse Referral Team (DART) was launched in June 2012 as part of a pilot programme of work to improve services for children, young people and vulnerable adults at risk from domestic violence, which includes early identification, prevention and new commissioning strategies. The DART prioritises children living in domestic violence families. Like the MASH it receives safeguarding referrals and gathers information from different agencies and staff which are co-located at Oxclose Lane Police Station. The City will consider whether to develop this into a MASH. Agencies at present consist of Children's and Families, Adult Social Care, Police and Health. The DART enhances and speeds up early joint decision-making and intervention for survivors and their children. Partner agencies are able to refer survivors to the DART for consideration of the Multi-Agency Risk Assessment Conference (MARAC) and the City Domestic Abuse Panel (CDAP) for medium risk repeat victims. Agencies within the DART are able to share up to date information to ensure informed decision-making.

• Criminal Justice

The Commissioner has made a clear commitment to work together with the local Health and Wellbeing Boards to ensure that appropriate services are provided for vulnerable suspects while in police custody, with effective links to local social care providers. This will include the provision of Appropriate Adults for vulnerable suspects whilst in police custody.

There is a commitment to ensure that police services have appropriately trained officers and the right facilities to meet the specific needs and circumstances of women offenders.

Work will be undertaken with local Youth Offending Teams and Youth Offending Team Management Boards to ensure that the needs and circumstances of young people who offend are taken into account and support given to those getting involved in offending. There will be further work to explore the commissioning and funding of restorative justice from policing, community safety and victim budgets.

²³ Nottingham Crime and Drugs Partnership Plan 2011-14

5. STRATEGIC PRIORITY THEMES

Joint Partnership Strategic Assessment

In drafting this Plan, the views and priorities of communities, victims of crime, the Police, community safety and criminal justice partners have been considered, together with intelligence and performance analysis by the Joint Partnership Strategic Assessment. This Assessment identifies current and emerging insights and challenges facing policing and crime, which provides the outcomes evidence-based approach for actions to be taken in this Plan to meet local, regional and national priorities.

Key partnerships are identified in Appendix 4.

The Assessment was prepared in collaboration with analysts and officers from Nottinghamshire Police, Nottingham Crime and Drugs Partnership (CDP), the Safer Nottinghamshire Board (SNB), District Community Safety Partnerships (CSPs), Nottinghamshire Local Criminal Justice Board (LCJB) and City and County Health and Wellbeing Boards and the East Midlands Police Collaboration Programme (EMPCP).

This Assessment drew upon key local, regional and national information which included:

- The Home Secretary's Shadow Strategic Policing Requirement (SPR).
- Community Safety Partnership's (CSP) Strategic Assessments.
- Local Criminal Justice Board (LCJB) reports.
- Nottinghamshire Police performance reports.
- Government policies, strategies and plans.
- Her Majesty's Inspectorate of Constabulary (HMIC) and Criminal Justice Joint Inspection (CJJI) reports.
- Independent Police Complaints Commission (IPCC) reports.
- The Crime Survey of England and Wales (CSEW).
- Local public consultation and engagement.
- Joint Strategic Needs Assessments (JSNAs) of Nottingham and Nottinghamshire.
- The Index of Multiple Deprivation (IMD) 2010.

Strategic Priority Themes

In deciding the priorities for policing and crime, the Commissioner has taken account of the findings of the national, regional, local landscape, consultation with victims and communities and the Joint Partnership Strategic Assessment, which together have identified the following seven strategic priority themes:

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

The threat of an increase in organised crime is highlighted as a national risk and under the Strategic Policing Requirement, the Commissioner, together with the Chief Constable, will ensure that the Police maintains sufficient capacity and capability to support the national requirement.

There are identified activities to deliver each of the strategic priority themes, some of these actions will be building on existing work with partners whilst others will require further scoping to target and prioritise action. A delivery programme for the Commissioner identifies the milestones to be achieved throughout the life cycle of the Plan and progress will be reported on every six months, and annually in the Commissioner's Annual Plan.

Priority Theme 1	Protect, support and respond to victims, witnesses and vulnerable people.
C1.1	Develop a Victims' Strategy and Commissioning Framework based upon evidence of need.
C1.2	Work with Victim Support to secure funding for Antisocial Behaviour Case Workers.
C1.3	Improve support to young victims of crime.
C1.4	Through a better understanding, protect and reduce violence of young women and girls in gangs.
C1.5	Protect, support and respond to repeat victims of domestic abuse, specifically high and medium risk and sexual violence.
C1.6	Protect and support victims of sexual violence.
C1.7	Improve BME experience of policing through better engagement and being more responsive to needs.
F1.8	Working in partnership with other organisations to focus on hate crime.
F1.9	Ensure Stop and Search transparency and proportionality.
F1.10	Ensure the Police workforce continues to respect and represents the communities it serve.
P1.11	Promote and develop opportunities for local communities, individuals and businesses to work together to reduce crime.
P1.12	Improve witnesses and victims experience and participation levels in the Criminal Justice system by removing barriers.

Priority Theme 2	Improve the efficiency, accessibility and effectiveness of the criminal justice process.
C2.1	The Commissioner will work with Criminal Justice Partners to agree ways in which the Criminal Justice System can be more accessible to all communities.
C2.2	Monitor the effectiveness of the Youth Justice and Criminal Justice System, including timeliness and compliance with national standards on sentencing decisions.
F2.3	Improve the timeliness and quality of case files.
F2.4	Digitalise the way case files are produced and transferred.
P2.5	Improve the effectiveness and support of victims and witnesses going through the Criminal Justice System.
P2.6	Ensure that all agencies deal fairly with offenders from all backgrounds.
P2.7	Promote and align community payback with local neighbourhood priorities to improve the local environment.
P2.8	Develop opportunities to involve victims of antisocial behaviour and crime in neighbourhood justice.
P2.9	Providing public information on the sentencing and names of offenders.

Priority Theme 3	Focus on those local areas that are most affected by crime and antisocial behaviour.
C3.1	Combat crime and create safe public open spaces, such as the Forest Recreation Ground in the City.
C3.2	Explore the benefits and evidence for creating safer school routes.
C3.3	Improve public transport safety and introduce with partners a safer Cab Scheme.
C3.4	Continue to support partnership working on high impact neighbourhoods across the City and partnership priority areas across the County.
C3.5	Work with partners to tackle rural crime, protect local natural environments and improve cross-border working.
F3.6	Zero tolerance to violence.
F3.7	Work with partners to achieve a safe and secure night time economy for the City and other towns.
F3.8	Work with social landlords, private landlords and other partners in combating antisocial behaviour.
F3.9	Reduce crime by designing out opportunities in residential, business and commercial developments.
F3.10	Improve the continuity of Police officers to achieve sustainable workforce planning for neighbourhood policing and other specialist policing services.

Priority Theme 4	Reduce the impact of drugs and alcohol on levels of crime and antisocial behaviour.
C4.1	Better alignment of partnership budgets to reduce alcohol and drug misuse.
C4.2	Work to ensure that alcohol is a strategic and resource priority for all partners.
C4.3	Work with local authorities to create a safer night time economy.
F4.4	Continue to provide drug testing, assessment and wrap around support for drug misusing offenders.
P4.5	Improve drug and alcohol treatment and assessment in custody, prisons and the community.
P4.6	Increase the use of Civil and Criminal Enforcement remedies to manage the impact of excessive drinking.
P4.7	Develop interventions to prevent and tackle 'legal highs' to address the impact on violent crime.
P4.8	Ensure the robust enforcement of licensing conditions of pubs and clubs causing the most concerns.
P4.9	Consider and explore the benefits of family drug and alcohol courts.

Priority Theme 5	Reduce the threat from organised crime.
C5.1	Work in partnership to manage the national threat assessment and meet the Strategic Policing Requirement (cyber crime, terrorism, public order, and civil emergencies).
C5.2	Encourage greater regional collaboration between Forces for crime, criminal justice and operational support.
C5.3	Support the Ending Gang & Youth Violence programme and enhance community involvement.
C5.4	Promote activities to build active communities to improve relationships and community cohesion.
F5.5	Co-operate and share information across force boundaries to manage risks and threats.
F5.6	Pursue criminals through the courts to confiscate and seize assets to ensure no one profits from crime.
F5.7	Ensure neighbourhoods are free from organised crime.
F5.8	Proactively investigate and manage individuals involved in the sexual exploitation of women and children.
F5.9	Deter and prevent the use of the roads by criminals through Automatic Number Plate Recognition (ANPR)
F5.10	Promote road safety and reduce the number of people who are seriously injured or killed on the roads.

Priority Theme 6	Prevention, early intervention and reduction in reoffending.
C6.1	Work in partnership to address the mental health needs of offenders and the impact of substance misuse and alcohol.
C6.2	Provide positive activities for young people most at risk of getting involved in offending and antisocial behaviour.
F6.3	Reduce reoffending and deter the number of persistent and problematic offenders through robust offender management (statutory and non-statutory), in addition to proactively managing dangerous offenders, perpetrators of domestic abuse and individuals involved in shoplifting.
P6.4	Actively manage through MAPPA dangerous sex and violent offenders to reduce the threat to communities.
P6.5	Expand the use of restorative justice by partners and roll out the new conditional Youth Caution Scheme.
P6.6	Intervene early and provide support to complex and priority troubled families.
P6.7	Save resources through co-location and shared services such as; AURORA, Targeted Youth Support, MASH, Local Antisocial Behaviour and Offender Management Teams.

Priority Theme 7	Spending your money wisely.
C7.1	Create a partnership fund and provide resources to local communities to help resolve local problems and concerns.
C7.2	Build resource allocation for policing from zero based budgets to improve value for money.
C7.3	Achieve greater financial savings from regional collaboration.
P6.4	Review the policing estate and custody arrangements in Worksop and the north of the county.
C7.5	Build sustainability into policing and reduce the carbon footprint and improve energy management.
C7.6	Recruit more volunteers, including cadets, Parish Constables, Specials, Neighbourhood Watch and 'Mystery Shoppers' to support of the work of the Commissioner.
F7.7	Invest in Police leadership and the development of sergeants and inspectors.
F7.8	Improve the recruitment, retention and progression of BME and other officers and staff to reflect the local community.
F7.9	Improve attendance by reducing sickness and stress-related absence of Police officers and Police staff.
F7.10	Redesign the Police workforce and expand the use of civilian investigators.

6. GOVERNANCE

Governance Framework

The establishment of this first Plan sets out an ambitious agenda. Each strategic priority theme and target will be owned by the Police and partners. They will be responsible individually and collectively for delivering the priority actions as set out in this Plan. The Commissioner and Deputy Commissioner will take a personal leadership role to work with partners to achieve the pledges and activities.

The Force and partners will submit a single monthly Performance and Insight Report to the Commissioner. This will enable performance across all activities to be monitored through a single arrangement.

Each week the Commissioner will hold a bi-lateral meeting with the Chief Constable to monitor crime performance and hold the Chief Constable to account for delivery.

Every two months these meetings will be extended to enable the Commissioner and Deputy Commissioner to consider and review performance across all seven strategic priority themes of the Plan. The establishment of a strategic Resources and Performance meeting will enable the Commissioner to maintain an oversight of policing and hold the Chief Constable to account for the delivery of policing against the Plan. These meetings will also be used to consider and discuss different themes or subjects for scrutiny and challenges the Police and other partners' performance.

The Commissioner is intending to hold quarterly meetings with Chairs of Community Safety Partnerships, the Criminal Justice Board, Health and Wellbeing Boards, Safeguarding Boards and other partnership boards to ensure that there is a clear partnership focus on the delivery of the Plan's priorities and to enable a two way dialogue.

The Commissioner is committed to the 'Good Governance' principles of openness, transparency and accountability. In order to actively involve the public and stakeholders in the work and decision-making process of the Commissioner, there will be two Community Stakeholder Forums for the City and the County to give the community and victims of crime a 'bigger' voice and to enable the Commissioner to keep people informed. Specifically the forums will:

- Identify local priorities and concerns.
- Provide advice and information on experiences of policing and community safety services.
- Enable the Commissioner and Deputy Commissioner to keep the public updated with their work and decisions.

It is expected that this new governance and public meeting structure will be operational in the spring of 2013.

There is a variety of methods the Commissioner has at his disposal for assessing the effectiveness and quality of how policing services are delivered. They will include:

- The Commissioner identifying specific areas to be inspected by Her Majesty's Inspectorate of Constabulary (HMIC).
- A rigorous schedule of inspections by the internal auditors from RSM Tenon.
- Establishment of a local programme of scrutiny.
- Development of a volunteer 'Mystery Shopper' programme.
- Research and feedback from the public and victims of crime.

HMIC also inspects the Police's performance and activity. HMIC is independent of the Commissioner, the Police and the Government. It assesses the work of Police forces in different areas of business, including neighbourhood policing, serious and organised crime, antisocial behaviour and tackling major threats such as terrorism. Work will be completed to ensure that there is close co-ordination between the HMIC inspection programme, internal audit and any local scrutiny programme.

Significant resources are committed to regional collaboration to deliver a range of front line policing and back office support services. Collaborating with other Police forces across the region is providing greater resilience and efficiencies in responding to serious and organised crime, murder investigation, forensics, legal and human resources transactional services. All five Commissioners covering the five Police forces in the region have agreed to establish a board to:

- Consider regional policing requirements.
- Performance monitor collaboration contracts.
- Take forward joint action on mutual priorities.
- Consider new business cases.

The work of the Commissioner is overseen and will be reviewed by the Nottinghamshire Police and Crime Panel. It will meet a minimum of six times per year. It is made up of 13 elected member representatives from Nottinghamshire County Council, Nottingham City Council and District Councils. Two co-opted independent members have been agreed with the Secretary of State to be part of the Panel to represent the interests of the Nottinghamshire Probation Board and Magistrates.

Policing accountability operates at different levels and through different mechanisms.

See Appendix 5.



7. RESOURCING OUR PRIORITIES

Introduction

The Commissioner will have responsibility for managing the combined budgets of the Police and the Crime reduction grants. For the financial year 2012/13, these budgets were set by the previous governing bodies. From 2013/14 onwards the budgets will be set for the full year by the Commissioner.

Overview of the Police's Medium Term Financial Plan (MTFP) (inc. core strategies – Estates, ICT etc)

The Medium Term Financial Plan (MTFP) is a key part of the Commissioner's planning process which links operational, financial and resource planning, ensuring all resources are directed towards policing and crime priorities. The MTFP describes the financial direction of the Commissioner and outlines the financial pressures and savings to be achieved over the next three years. It sets out how the Commissioner can provide the Chief Constable with the resources to deliver the priorities in the Police and Crime Plan.

	2013-14 £m	2014-15 £m	2015-16 £m	2016-17 £m
POLICING ELEMENT				
Net Expenditure	200.8	198.5	196.2	201.4
Savings & efficiencies	(8.5)	(9.3)	(1.5)	0.0
sub-total	192.3	189.2	194.7	201.4
GRANTS & COMMISSIONING				
Net Expenditure	4.7	4.7	4.7	4.7
Savings & efficiencies	(0.1)	(0.2)	(0.3)	(0.4)
sub-total	4.6	4.5	4.4	4.3
Total net expenditure	196.9	193.7	199.1	205.7
FINANCING AVAILABLE				
Grants	150.0	144.8	138.5	133.1
Precept	48.6	49.5	50.5	51.5
Total Financing	198.6	194.3	189.0	184.6
Contribution to Reserves	1.7	0.6		
Further savings required			10.1	11.0

Revenue and Capital Budgets and Core Assets

In preparing the annual revenue and capital budgets, the Commissioner considers:

- The key principles of the MTFP.
- Local Government Finance Settlement.
- Revenue and Capital estimated outturn positions for the current financial year.
- Budget pressures facing the Commissioner.
- Value for money and budget savings.
- Reserves and risk assessment.
- The Prudential Code for Finance in Local Authorities.

The revenue budget for 2013-14 shown in the MTFP table totals £198.6m (including the contribution being made to reserves) and the Capital programme for 2013-14 totals £7.9m.

Revenue Expenditure

The full year revenue budget set for 2012-13 was £198.6m. The savings required to balance the 2013-14 budget total £8.6m and are summarised in the table below:

	2013-14 £m
Collaboration	0.5
Procurement	2.0
Estates	1.0
Corporate Services	1.0
Fleet	0.2
Operational efficiencies	1.0
Vacancy rate	2.8
Commissioner's Office	0.1
TOTAL	8.6

Capital Budgets

The table below is the high level summary of the areas where capital investment will be made in 2013-14. This programme will be financed from the Capital grant, capital receipts and borrowing.

Programme Area	Total Programme 2013-14	Future years exp committed
	£m	£m
Estates	3.909	5.630
I.S.	2.852	1.694
I.S. Regional	0.400	1.050
Other	0.695	0.390
Total	7.856	8.764

Estates Strategy

The Estates Strategy provides details on the estates requirement of the Commissioner and the Chief Constable. This needs to be linked to the Workforce Plan and the Target Operating Model, which will set out the resources needed and the location for the future requirements of policing in Nottingham and Nottinghamshire.

The Estates Strategy and detailed plan will also assess the current property stock and prioritise investment needed to maintain property which will continue to be utilised. This then forms the basis of revenue and capital budgets relating to the estate.

The Estates Strategy and detailed plan are approved annually by the Commissioner as part of the budget process.

Information Communications Technology (ICT) Strategy

The ICT Strategy aims to provide ICT services that enable the Police to conduct its business effectively, improve productivity and provide value for money. Key to this is the provision of technological solutions that make it easy for members of the public to communicate and access policing services. This will be achieved by:

- Working collaboratively with Derbyshire Constabulary and other forces.
- Taking part in national initiatives such as the Athena framework which is an collaboration ICT project to reshape the way UK Police forces work together to connect information, align processes and share costs.
- Simplifying Force ICT systems.

The ICT Strategy is approved annually by the Commissioner as part of the budget process.

Workforce/Service Strength

Nottinghamshire Police is made up of uniformed and plain clothed Police officers, Police staff, Police Community Support Officer's (PCSOs), Agency staff, Special Constables and other volunteers. The table below details the number of posts and their full time equivalent (FTE).

	2012-13 Total FTE	2013-14 Total FTE	Movements FTE
Police Officers			
Local Policing	1,618	1,622	4
Crime and Justice	414	455	41
Corporate Services	36	33	(3)
Savings & efficiencies	(0.1)	(0.2)	(0.3)
sub-total	2,068	2,110	42
Police Staff			
PCSO	331	340	9
Other Police Staff	1,318	1,259	(59)
sub-total	1,649	1,599	(50)
TOTAL	3,717	3,709	(8)

Breakdown of Staff by Employee Type – Percentage

Police officers perform the full range of duties expected of a modern Police service. These range from responding to 999 calls to meeting a class of school children or a community group to talk about Police work or crime prevention.

Police staff provide support for front-line policing operations and other areas of business. Like every large organisation or business, we employ specialists to help manage our finances, IT systems, human resources, buildings and other corporate services.

Commissioning

For 2013-14 the Home Office has made a Community Safety Grant for Police and Crime Commissioners, this rolls together several funding streams that they previously financed across public and third sector organisations. These organisations were informed that the Home Office funding was ending 31 March 2013 and that a new fund would be created for the Commissioner to decide on local community safety priorities.

The Commissioner has decided to continue funding the 2012-13 schemes into 2013-14 at the same level although the Home Office funding reduced by 22%. This work will be commissioned through the Nottingham Crime and Drugs Partnership (CDP) and the County Safer Nottinghamshire Board (SNB)

From the publication of this Plan in 2013-14 onwards the Community Safety Fund will be the responsibility of the Commissioner. Victim Support funding is not expected to transfer to the Commissioner until April 2014 at the earliest. During 2013-14 the Commissioner will be making smaller grants available to organisations and communities which meet the Police and Crime Plan priorities specifically in relation to crime reduction and victim support.

Value for Money

HMIC produces an annual Value for Money (VFM) Profile to help Commissioners make the right decisions about improving value for money to ensure that citizens' money is spent wisely. By producing comparative information the Commissioner is able to identify and explore differences in performance. For example, the 2012 profile provides benchmarking information on:

- What the Police are spending their budgets on.
- Staffing levels by grade and function.
- Outputs and inputs in a comparable format.

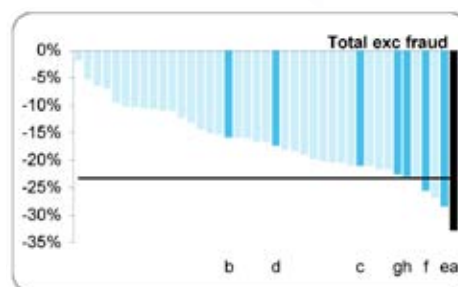
The forces in the most similar group (MSG) can be identified in the charts in this section by using the key:

- a) Nottinghamshire
- b) Lancashire
- c) Leicestershire
- d) Northamptonshire
- e) Northumbria
- f) South Wales
- g) South Yorkshire
- h) Staffordshire

The following extracts from the HMIC VFM Profile 2012 illustrates how the Commissioner is able to compare spend across a number of policing functions.

Changes in Crime – 2008-09 to 2011-12

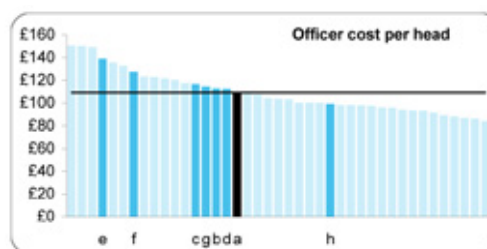
This chart identifies that crime in Nottinghamshire has reduced the most nationally (-34%) since 2008-09.



There is much more comparative data in the HMIC VFM Profiles which will be used by the Commissioner as a tool to assess whether the Force is delivering value for money.

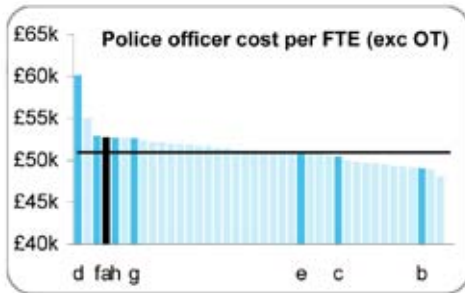
Officer Cost per Head of Population

This chart illustrates that Police Officer costs per head of population although is average nationally, is second lowest in its MSG.



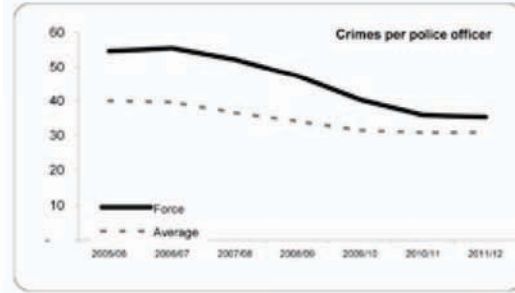
Police Officer cost per Full Time Equivalent (FTE)

This chart illustrates that the cost of each FTE post is higher than the national average. This may be affected by the workforce mix in terms of the number of sergeants, inspectors and above compared to the number of constables.



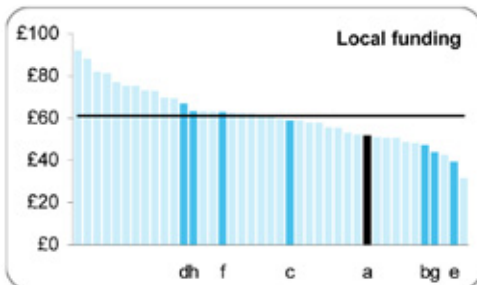
Crimes Per Officer

This charts shows that the workload per officer has consistently been higher than the national average since 2005-06. Although the gap has decreased, this is due to the significant crime decrease in Nottinghamshire compared to other forces.



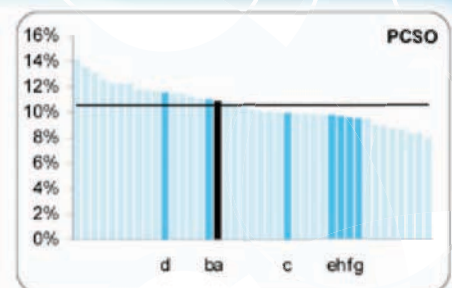
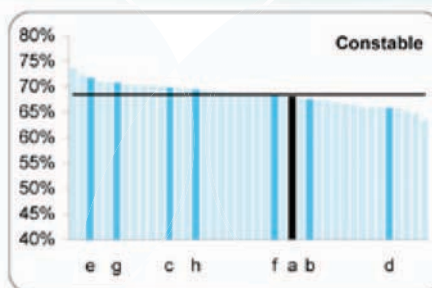
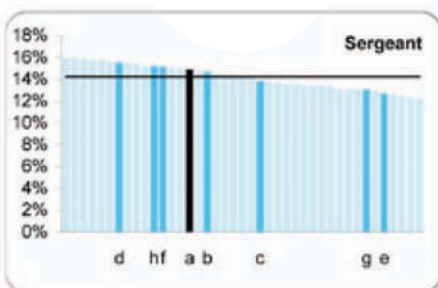
Local Funding

This chart illustrates that funding provided locally from Council Tax and reserves is less than the national average i.e. £51 per head of population compared to £60 nationally.



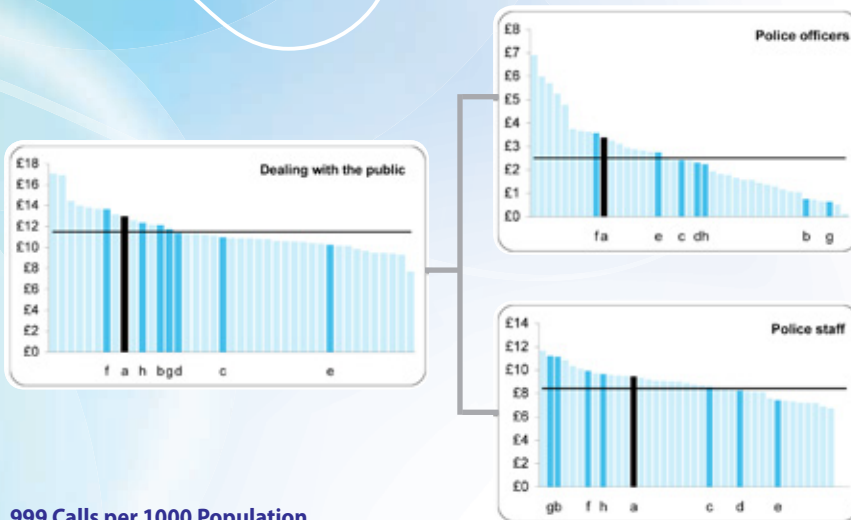
Police Officer/PCSOs % of Total Officers

The charts below show that the workforce mix for frontline officers is broadly the same as the national average with slightly higher levels in sergeants and PCSOs. Additional charts reveal that there are lower levels of inspectors and ranks above suggesting that sergeants in Nottinghamshire take more of a leading role than other forces.



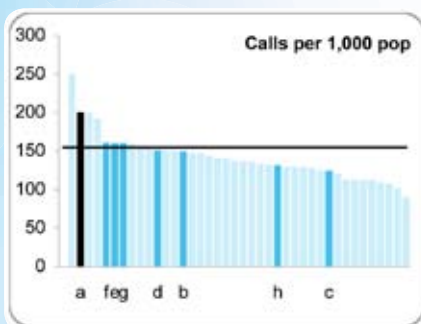
Expenditure by Function – Dealing with the Public

This chart shows that Nottinghamshire Police allocated more resources (Police officers and staff) to deal with the public than the national average.



999 Calls per 1000 Population

This chart shows that Nottinghamshire Police receives more emergency calls per 1000 population than almost any other force nationally. This is not necessarily a reflection of crime or antisocial behaviour and may be due to other factors.



8. MEASURING HOW WELL WE ARE DOING

Introduction

The creation of this Plan with partners and the development of the vision, outcomes, pledges, core values and strategic priority themes have given the clear direction and focus for the Commissioner to work with partners on the activities and performance measures that will demonstrate delivery of the Plan.

Strategic Priority Theme 1:		Protect, support and respond to victims, witnesses and vulnerable people.	
Proposed Measure	Target	Rationale	
1	% of victims of crime are completely, very or fairly satisfied with the service they have received from the Police.	<ul style="list-style-type: none"> 90%. To be in the top five Forces nationally. 	Current performance is 87.4% and ranks the Force 10th nationally. Achieving 90%+ will place it within the top 5 and 2nd in its Most Similar Group.
2	% of victims and witnesses satisfied with the services provided in Court.	<ul style="list-style-type: none"> 90% satisfied with service received. 85% feel confident to give evidence in court. Improved satisfaction levels compared to 2012-13. 	<p>This will be measured using the <i>'Witness Service Quality of Service Survey'</i>.</p> <p>In the absence of an overall outcome measure for satisfaction, this provides a useful proxy indicator of user satisfaction with an important element on the support they receive to improve their experience of the CJS and increase willingness to participate.</p>
3	% of people who agree that the Police and Council are dealing with local antisocial behaviour and other crime issues.	<ul style="list-style-type: none"> 60% by 2015-16. 	Current performance is 59.3% and the trend indicates that this target is achievable.
4	% reduction of people that have been repeat victims within the previous 12 months.	<p>Reduce the number of repeat victims of:</p> <ul style="list-style-type: none"> Domestic Violence Hate Crime Antisocial Behaviour <p>by 5% year on year compared to 2012-13.</p>	<p>This new indicator will identify the extent to which positive action to tackle repeat victimisation has been successful.</p> <p>Identifying repeat victims and taking positive action should result in reduced numbers of repeat victims.</p> <p>Baselines for 2012-13 will be established when current year end figures are available.</p>
Why is it important? <ul style="list-style-type: none"> Public consultation has identified that the visibility of the Police in local communities remains a priority for many people. Ensuring that victims and witnesses have the best possible experience at Court is an aim in itself, but when they do, it is more likely that trials will be effective. HMIC has reported inconsistencies in the ability of the Police, both locally and nationally, to identify and respond to vulnerable and repeat victims of antisocial behaviour. Victim of crime surveys identify that being kept informed is a priority; currently this is a key area to improve satisfaction. 			

Strategic Priority Theme 2:		Improve the efficiency, accessibility and effectiveness of the criminal justice process.	
Proposed Measure		Target/Outcome	Rationale
1	<p>% of Crown Court files to be submitted by the Police to the CPS on time and without deficiencies.</p> <p>Crown Court and Magistrates conviction rates.</p>	<ul style="list-style-type: none">To improve the current timeliness and quality of files.To be better than the national average.To be consistently in line with CPS national averages.	<p>Improving the quality of prosecution evidence and timeliness will reduce the number of cases discontinued and ensure that justice is done and seen to be done.</p> <p>Recent Police Authority scrutiny findings identified that successful court action is often the only time an offender's behaviour is curbed toward repeat victims especially in domestic violence and neighbourly antisocial behaviour cases. Failed cases can have a dramatic adverse impact on many repeat victims.</p>
2	<p>% of effective trials in the Magistrates' and Crown Courts (HMCTS Measure).</p>	<ul style="list-style-type: none">Reduce % ineffective trials compared to 2012-13.Achieve an effective trial rate of:<ul style="list-style-type: none">50% for Magistrates' Court.50% for Crown Court.	<p>The Force currently shows an effective trial rate of just over 40% at Magistrates' Courts, and over 50% at Crown Court. Improvements in training and procedures will help to improve this performance.</p> <p>Baselines for 2012-13 will be determined when current year end figures are available.</p>
Why is it important? <ul style="list-style-type: none">The Commissioner will be co-operating with partners to ensure an efficient and effective criminal justice system.Improving efficiency and effectiveness in the criminal justice system is a priority for central Government.The Commissioner has a duty to take into account the views of victims of crime.Substantial reductions in budgets under the current Comprehensive Spending Review (CSR).Speeding up the Criminal Justice System for positive outcomes for victims and witnesses.			

Strategic Priority Theme 3:		Focus on those local areas that are most affected by crime and antisocial behaviour.	
Proposed Measure		Target	Rationale
1	Reduction in 'All Crime' across the Force.	<ul style="list-style-type: none"> 10% reduction compared to 2012-13. 	<p>Performance at this level has been maintained over the previous two financial years, and for the coming year would constitute a statistically significant reduction.</p> <p>This target is based on historical trends and statistical forecasting.</p> <p>If Nottinghamshire achieved a 10% reduction in 2013/14 against an 8% reduction nationally, it would be placed in 30th position.</p>
2	Reduction in antisocial behaviour incidents across the Force.	<ul style="list-style-type: none"> 8% reduction year on year from 2013-14 to 2015-16. A 50% reduction in antisocial behaviour incidents across the Force by 2015-16 compared to 2011-12. 	<p>The Force is currently achieving a 34.1% reduction. A further year on year reduction of 8% would also satisfy the local partnership target of reducing antisocial behaviour by 50% by 2015-16.</p>
3	The detection rate (inc. positive outcomes) for recorded offences.	<ul style="list-style-type: none"> 37% (inc. positive outcomes) rate for all crime. <p>To monitor Home Office Disposals</p> <p>1 Charge/Summons 2 Caution/Reprimand/Warning 3 Taken into consideration 4 Penalty Notice for Disorder 5 Cannabis Warning 6 Community Resolution</p> <p>6 – new from 1 April 2013</p>	<p>The current Force detection rate target is 36%.</p> <p>Community resolutions are being utilised both locally and nationally as an effective and efficient disposal method which, under certain conditions, better meets the needs of the victim and are likely to increase.</p> <p>Therefore, the detection rate has been increased from 36% to 37% and this will place the Force in the top ten nationally and would constitute a statistically significant increase.</p> <p>A detailed breakdown of disposal types will be provided in the Force's monthly Performance & Insight reports.</p> <p>The Home Office intends to change the way Forces report crime disposal by introducing an outcome framework.</p>
Why is it important? <ul style="list-style-type: none"> Local crime and disorder profiles are changing, with offending now spread more evenly across a much wider number of offence types, meaning that a focus on specific crime types is no longer likely to result in the desired reductions in crime. Many areas experience substantial alcohol and drug-related problems, domestic violence and antisocial behaviour, with high levels of deprivation and complex social issues. Street Gangs and a number of Organised Crime Groups (OCGs) are based within the most deprived areas. Resource management projects are currently being developed to ensure that the right people are in the right places in the right numbers, to facilitate managing resources in line with operational capability requirements and substantial budget reductions for the Force. 			

Strategic Priority Theme 4:		Reduce the impact of drugs and alcohol on levels of crime and antisocial behaviour.	
Proposed Measure		Target	Rationale
1	<p>Number of alcohol-related admissions to hospital.</p> <p>The number of alcohol-related Crimes (proxy measure).</p>	<ul style="list-style-type: none"> A reduction in the number of alcohol-related admissions to hospital compared to 2012-13. Monitor the number of crimes which appear alcohol-related. 	<p>Evidence suggests that a far higher proportion of substance related crime, particularly violence and theft, are committed than is recorded on Force systems.</p> <p>Targeting drug and alcohol-related crime will have a significant impact on reducing overall crime.</p> <p>Due to current recording limitations setting a target for this measure is currently problematic. Improvements in recording practices will be monitored with a view to setting a target in later years.</p>
2	% of Successful completions of OCU & Non OCU (Opiate and Cocaine Users).	<ul style="list-style-type: none"> 1% Increase compared to 2012-13. 	<p>Increasing the number of successful treatment completions of OCU users will reduce the impact of drugs on levels of crime and antisocial behaviour.</p> <p>There is a quarterly time lag but baselines for 2012-13 will be established when current year-end data is available.</p> <p>Analysis identifies that both City and County are on target to exceed 1% but not 2%.</p>
Why is it important? <ul style="list-style-type: none"> Alcohol misuse has been linked to more than 1 million crimes in the UK each year, particularly violent crime and disorder. It is estimated that 1 in every 100 people in the UK will be a victim of alcohol-related violence each year. Clear links between drug and alcohol misuse and reoffending. Alcohol-related violence and disorder, and drug dealing are major concerns for local people. 			

Strategic Priority Theme 5:		Reduce the threat from organised crime.	
Proposed Measure		Target	Rationale
1	The number of Proceeds of Crime Act (POCA) confiscation and forfeiture orders.	<ul style="list-style-type: none"> 10% increase (year on year) in the numbers of confiscation and forfeiture orders compared to 2012-13. 	<p>Confiscating offenders' assets is not only a deterrent but is disruptive to organised crime.</p> <p>Utilising proceeds of crime to fund further Police activity provides added value to tackling crime.</p> <p>Focusing on the number of confiscation and forfeiture orders, as opposed to the average value, places emphasis on activity meaning that more offenders will have their assets seized over the coming performance year.</p>
2	Force threat, harm and risk (THR) assessment level.	<ul style="list-style-type: none"> To reduce THR to below the 2012-13 level. 	<p>Through the National Intelligence Model (NIM) framework the Force will monitor the threat, harm and risk assessments associated with Organised Crime Groups (OCGs), with the aim of reducing the numerical score over the coming performance year.</p> <p>The numerical THR value is considered inappropriate for public release.</p>
3	The number of people Killed or Seriously Injured (KSIs) on Nottinghamshire's roads.	<ul style="list-style-type: none"> 40% reduction in all Killed and Seriously Injured RTCs by 2020 (from 2005-09 average). Monitor KSIs for 0-15 year olds. 	<p>This is both a City and County target.</p> <p>The County has a 40% KSI reduction target for 0-15 year olds but the City has not.</p>

Why is it important?

- Organised crime has been linked to numerous areas of criminality.
- Organised Crime Groups are increasingly involved in cyber-crime.
- Opportunities to generate income from those involved in organised crime under the Proceeds of Crime Act.
- The threat of an increase in organised crime is highlighted as a national risk, and under the Strategic Policing Requirement (SPR) the Commissioner and the Force are required to maintain sufficient capacity and capability to support the national Organised Crime Strategy.
- Number of people killed or seriously injured on Nottinghamshire's roads is increasing.

Strategic Priority Theme 6:		Prevention, early intervention and reduction in reoffending.	
Proposed Measure		Target	Rationale
1	First Time Entrants (FTEs) into the Youth Justice System.	<ul style="list-style-type: none">10% reduction (year on year) compared to 2012-13.	<p>Methods which reduce the number of first time entrants into the youth justice system are an effective means of diverting many young people from committing further crime without them being criminalised.</p> <p>The use of Restorative Justice disposals and Community Resolutions came into force at the beginning of 2012-13 and it is expected that as it gathers momentum there will be less FTEs year on year.</p>
2	<p>National</p> <p>Reduce the offending of offenders managed and supervised by IOM (Integrated Offender Management) that cause significant harm.</p> <p>Local</p> <ul style="list-style-type: none">- Acquisitive Crime Cohort.- High Risk of Harm Offenders.- Young Adult offenders (18yrs to 21yrs).	<ul style="list-style-type: none">Reduce (proven) reoffending to be below the national average, less than 32.4 per cent.MonitorMonitorMonitor	<p>Over 40 per cent of volume crime is committed by persistent offenders.</p> <p>Effective targeting and management of prolific offenders will have a considerable impact on the Force achieving the 'All Crime' reduction target.</p> <p>National data published by the Ministry of Justice covering the quarters April 2010 to March 2011 suggest that Nottinghamshire had a 'proven' reoffending rate of 36.9 per cent, 2.7 per cent above the national average, placing the Force 31st out of 36 areas. The Force is currently working in partnership with the Probation service to provide a joined up performance management framework to enable more timely monitoring of performance. This will be used to inform the Force Policing Plan in terms of supporting the indicators within the Police and Crime Plan.</p>
Why is it important?			
<ul style="list-style-type: none">Current figures for proven reoffending show that the percentage of offenders who go on to commit a further offence within 12 months needs reducing.Commentators believe that rising youth unemployment and unstable accommodation may be contributing to increased rates of reoffending.Likely to be significant opportunities for funding through the Government's "Troubled Families" programme to improve performance.The Ministry of Justice intends to reform the process for managing offenders, including plans to introduce payment by results schemes by 2016.			

Strategic Priority Theme 7:		Spending your money wisely.	
Proposed Measure		Target	Rationale
1	Make efficiency savings.	<ul style="list-style-type: none"> Save £8.6m by 2013-14. 	<p>The Government's grant has reduced significantly and in order to balance the budget, savings of £8.6m need to be made in 2013-14.</p> <p>Overall the Force is currently forecasted to save £10.216m by 2012-13 against an original target of £10.300m.</p> <p>Confirmed efficiencies are currently being made through staff savings and savings from Fleet, Estates and Collaboration.</p>
2	Ensure balanced budget.	<ul style="list-style-type: none"> Overall spend v budget. Save £8.6m by 2013-14. 	<p>As at 31 December 2012, the forecast budget position for 2012-13 showed an estimated underspend of £3.457m.</p>
3	Total number of days lost due to sickness.	<ul style="list-style-type: none"> 3.7% for officers and staff (8.2 days). 	<p>As of January 2013 the sickness rate was 4.64% (10.3 working days) for officers and 4.48% (9.9 working days) for police staff.</p> <p>The Absence Management Policy, Procedure and Management Guide were launched in October 2012. It is envisaged that this will assist managers to reduce levels of sickness.</p>
4	BME representation.	<p>To reduce the gap in current BME representation within the Force and local BME community representation in respect of:</p> <ul style="list-style-type: none"> Recruitment for officers and staff to reflect the local community. 	<p>It's important that the Police Service reflects the diverse community that it serves not least because it will enhance trust and confidence.</p> <p>The Force launched its Positive Action programme towards the end of last summer, and a number of events are planned to encourage under-represented groups to apply for positions within the organisation.</p> <p>The Commissioner has recently commissioned a project to help him better understand root causes to current under representation.</p>

Why is it important?

- Focus on the Commissioner's legal requirement to provide a balanced budget and monitor spend against budget for Police and crime.
- Commissioner to demonstrate efficient and effective Police and crime services to deliver value for money policing.
- Building resource allocation for policing from zero based budgets to improve value for money.
- Overall spend v budget is important to show the responsible spend of public funds, prioritising into key areas, being prepared for anticipated trends and finding alternative and innovative methods of policing in partnership.
- Sickness needs to be managed through robust attendance management processes to provide an effective and efficient workforce.
- Ensure that Nottinghamshire Police is an employer that reflects the communities in which it serves and demonstrates that it is both diverse and respectful of the demographic profile of Nottinghamshire.

THE VISION 'The People's Commissioner'

...giving victims and citizens a bigger
VOICE in policing to achieve a safer
Nottingham and Nottinghamshire...

To achieve outcomes of:

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

REDUCING CRIME AND ANTISOCIAL BEHAVIOUR BY WORKING WITH COMMUNITIES, BUSINESSES, PARTNERS,

Pledges

- Campaign against Government funding cuts to Nottinghamshire's Police budget.
- Improve Community Policing across Nottinghamshire by taking on 150 extra Police Officers and 100 Police Community Support Officers.
- Work in partnership to reduce antisocial behaviour by 50%.

COMMUNITY ENGAGEMENT AND CONSULTATION

We Value

Victims – by listening and taking action to protect and safeguard vulnerable people

Openness – by putting victims and the public at the heart of open and transparent decision-making

Inclusiveness – by working effectively with communities and businesses to tackle crime and antisocial behaviour

STRATEGIC THEMES AND KEY ACTIVITIES FOR THE DELIVERY PLAN

1. Protect, support and respond to victims, witnesses and vulnerable people	2. Improve the efficiency, accessibility and effectiveness of the criminal justice process	3. Focus on those local areas that are most affected by crime and antisocial behaviour	4. Reduce the impact of drugs and alcohol on levels of crime and antisocial behaviour
<ul style="list-style-type: none"> C Develop a 'Victims Strategy' and Commissioning Framework based upon evidence of need. C Work with 'Victim Support' to secure funding for Antisocial Behaviour Case Workers. C Improve support to young victims of crime. C Through better understanding protect, and reduce violence to, young women and girls in gangs. C Protect, support and respond to repeat victims of domestic abuse, especially high and medium risk. C Protect and support victims of sexual violence. C Improve BME experience of policing through better engagement and being more responsive to needs. F Working in partnership with other organisations to focus on hate crime. F Ensure Stop and Search transparency and proportionality. F Ensure the Police workforce continues to respect and represent the communities it serves. P Promote and develop opportunities for local communities, individuals and businesses to work together to reduce crime. P Improve witnesses and victims' experience and participation levels in the Criminal Justice system by removing barriers. 	<ul style="list-style-type: none"> C The Commissioner will work with Criminal Justice Partners to agree ways in which the Criminal Justice System can be more accessible to all communities. C Monitor the effectiveness of the Youth Justice and Criminal Justice System, including timeliness and compliance with national standards on sentencing decisions. F Improve the timeliness and quality of case files. F Digitalise the way case files are produced and transferred. P Improve the effectiveness and support of victims and witnesses going through the Criminal Justice System. P Ensure that all agencies deal fairly with offenders from all backgrounds. P Promote and align community payback with local neighbourhood priorities to improve the local environment. P Develop opportunities to involve victims of antisocial behaviour and crime in neighbourhood justice. P Providing public information on the sentencing and names of offenders. 	<ul style="list-style-type: none"> C Combat crime and create safe public open spaces, such as the Forest Recreation Ground in the City. C Explore the benefits and evidence for creating safer school routes. C Improve public transport safety and introduce with partners a safer Cab Scheme. C Continue to support partnership working on high impact neighbourhoods across the City and partnership priority areas across the County. C Work with partners to tackle rural crime, protect local natural environments and improve cross-border working. F Zero tolerance to violence. F Work with partners to achieve a safe and secure night time economy for the City and other towns. F Work with social landlords, private landlords and other partners in combating antisocial behaviour. F Reduce crime by designing out opportunities in residential, business and commercial developments. F Improve the continuity of Police officers to achieve sustainable workforce planning for neighbourhood policing and other specialist policing services. 	<ul style="list-style-type: none"> C Better alignment of partnership budgets to reduce alcohol and drug misuse. C Work to ensure that alcohol is a strategic and resource priority for all partners. C Work with local authorities to create safer night time economy. F Continue to provide drug testing, assessment and wrap around support for drug misusing offenders. P Improve drug and alcohol treatment and assessment in custody, prisons and the community. P Increase the use of Civil and Criminal Enforcement remedies to manage the impact of excessive drinking. P Develop interventions to prevent and tackle 'legal highs' to address the impact on violent crime. P Ensure the robust enforcement of licensing conditions of pubs and clubs causing the most concerns. P Consider and explore the benefits of family drug and alcohol courts.
REDUCING CRIME AND ANTISOCIAL BEHAVIOUR BY WORKING WITH COMMUNITIES, BUSINESSES, PARTNERS,			
<ul style="list-style-type: none"> • Improve victims' satisfaction with the services received from the Police. • Improve victims and witnesses satisfaction of services provided in Court. • Improve confidence in Police and Council for dealing with antisocial behaviour and crime. • Reduction of repeat victims. 	<ul style="list-style-type: none"> • Improved timeliness of court files. • Improve Magistrates and Crown Courts conviction rates. • Improve effective trials. 	<ul style="list-style-type: none"> • Reduction in 'All Crime' across the Force. • Reduction in antisocial behaviour incidents across the Force. • The detection rate (inc. positive outcomes) for recorded offences. 	<ul style="list-style-type: none"> • Reduce the number of alcohol-related admissions to hospital. • Reduce the number of alcohol-related crimes. • Percentage of successful completions of OCU & non OCU (Opiate and Cocaine users).

Key for activities: **C** for the Commissioner, **F** for the Force, **P** for Partners

BUILDING SOCIAL CAPITAL - POLICE AND CRIME PLAN 2013 - 2018

To achieve objectives of:

- Reduced crime and antisocial behaviour
- Fairer treatment of victims and citizens
- Better use of resources

To be measured by demonstrating:

- Ranked in the top 10 Police forces for reducing crime
- Ranked in the top 5 forces for victims satisfaction
- Efficient and effective use of budget and resources
- Increased representation of BME through recruitment

VOLUNTARY AND THIRD SECTOR.

- Give extra priority and resources to domestic violence and crimes against girls and women.
- Ensure that victims of crime are treated as people, not cases, and Victim Support is properly funded.
- Be fair, honest and protect taxpayers' money.

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

5. Reduce the threat from organised crime

- C** Work in partnership to manage the national threat assessment and meet the Strategic Policing Requirement (cyber crime, terrorism, public order, and civil emergencies).
- C** Encourage greater regional collaboration between Forces for crime, criminal justice and operational support.
- C** Support the Ending Gang & Youth Violence programme and enhance community involvement.
- C** Promote activities to build active communities to improve relationships and community cohesion.
- F** Co-operate and share information across force boundaries to manage risks and threats.
- F** Pursue criminals through the courts to confiscate and seize assets to ensure no one profits from crime.
- F** Ensure neighbourhoods are free from organised crime.
- F** Proactively investigate and manage individuals involved in the sexual exploitation of women and children.
- F** Deter and prevent the use of the roads by criminals through ANPR.
- F** Promote road safety and reduce the number of people who are seriously injured or killed on the roads.

6. Prevention, early intervention and reduction in reoffending

- C** Work in partnership to address the mental health needs of offenders and the impact of substance misuse and alcohol
- C** Provide positive activities for young people at most risk of getting involved in offending and antisocial behaviour.
- F** Reduce reoffending and deter the number of persistent and problematic offenders through robust offender management (statutory and non-statutory), in addition to proactively managing dangerous offenders, perpetrators of domestic abuse and individuals involved in shoplifting.
- P** Actively manage through MAPPA, dangerous sex and violent offenders to reduce the threat to communities.
- P** Expand the use of restorative justice by partners and roll out the new conditional Youth Caution Scheme.
- P** Intervene early and provide support to complex and priority troubled families.
- P** Save resources through co-location and shared services such as; AURORA, Targeted Youth Support, MASH, Local Antisocial Behaviour and Offender Management Teams.

7. Spending your money wisely

- C** Create a partnership fund and provide resources to local communities to help resolve local problems and concerns.
- C** Build resource allocation for policing from zero based budgets to improve value for money.
- C** Achieve greater financial savings from existing regional collaboration.
- C** Review the policing estate and custody arrangements in Worksop and the north of the county.
- C** Build sustainability into policing and reduce the carbon footprint and improve energy management.
- C** Recruit more volunteers, including cadets, Parish Constables, Specials, Neighbourhood Watch and 'Mystery Shoppers' to support the work of the Commissioner.
- F** Invest in Police leadership and the development of sergeants and inspectors.
- F** Improve the recruitment, retention and progression of BME and other officers and staff to reflect the local community.
- F** Improve attendance by reducing sickness and stress-related absence of Police officers and Police staff.
- F** Redesign the Police workforce and expand the use of civilian investigators.

VOLUNTARY AND THIRD SECTOR.

- The number of Proceeds of Crime Act (POCA) confiscation and forfeiture orders.
- Force threat, harm and risk (THR) assessment level.
- Number of people killed or seriously injured on our roads.
- First Time Entrants (FTEs) into the Youth Justice System.
- Reduce the offending of offenders managed and supervised by IOM (Integrated Offender Management) that cause significant harm.
- Make efficiency savings.
- Ensure balanced budget.
- Total number of days lost due to sickness.
- BME representation.

DELIVERING GOOD GOVERNANCE

Principle 1:

Focusing on the purpose of the PCC and the Force, and on outcomes for the community, and creating and implementing a vision for the local area.

Principle 2:

Leaders, officers and partners working together to achieve a common purpose with clearly defined functions and roles.

Principle 3:

Promoting values for the PCC and demonstrating the values of good governance through upholding high standards of conduct and behaviour.

Principle 4:

Taking informed and transparent decisions which are subject to effective scrutiny and managing risk.

Principle 5:

Developing the capacity and capability of the PCC, officers of the PCC and the Force to be effective.

Principle 6:

Engaging with local people and other stakeholders to ensure robust public accountability.

APPENDIX 2 - Standards

The Commissioner will be responsible for setting out the local arrangements to exercise duties to meet specific standards, which will be incorporated into the core values and the performance management of the delivery of the Plan, they include:

The Police Reform and Social Responsibility Act 2011

Amends the Police Act 1996 and specifies consultation for improving victim satisfaction, identifying and setting local policing priorities, producing the Police and Crime Plan and Annual Report, and setting the budget and precept for delivering quality policing in consultation with the Chief Constable.

The Crime and Disorder Act 1998

Requires Community Safety Partnerships (CSPs) to involve the community in drawing up and implementing a strategy for reducing crime and disorder in their area.²⁴

The Children's Act 2004²⁵

Places a duty on the Commissioner and the Chief Constable to make sure that they safeguard and promote the welfare of children. This means that, while officers from the child abuse investigation unit (CAIU) have a critical role to play in child safeguarding, it is a core duty of all Police officers and partners. The Commissioner is also committed to working in partnership to ensure the safeguarding needs of adults are met and the vulnerable are protected.

The Equality Act 2010²⁶

Places a legal duty on public authorities and the Commissioner to address unlawful discrimination, harassment and victimisation, promote equal opportunities and obtain views from the community and victims of crime on policing. By law, in carrying out all these functions, the Commissioner will also need to have due regard to:

- Advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it; and to
- Foster good relations between such groups.

The Human Rights Act 1998²⁷

Gives everyone rights, which the Commissioner needs to ensure are protected. The Commissioner has a duty to oversee human rights compliance in the functions, activities and duties carried out by the Police service and/or other partners that the Commissioner has commissioned services from or where arrangements for collaborative working have been set up. The responsibilities created by the Act also apply to the Commissioner's own functions.

The Corporate Social Responsibility Strategy²⁸

Will be developed for the Commissioner that supports the Equality Act commitments to delivering fair and responsive policing services alongside a diverse working culture, together with building in the Government's 'Greening Government Policy', thus bringing environmental performance management into a framework with other existing plans, programmes and activities across policing.

Integrity and Professional Standards

In England and Wales, members of the public can make a complaint about the Police directly to the Police or to the Independent Police Complaints Commission (IPCC). The law requires all complaints to be considered by the 'appropriate authority', which is usually the relevant Police force. The Commissioner will be the appropriate authority for complaints and conduct matters relating to the Chief Constable. The Commissioner will also publish a statement about their own policies and conduct.

Value for Money

The Commissioner is legally required to ensure that all activities commissioned, or directly provided by the Police, are effective and deliver not only increased satisfaction and confidence in all communities, but that they are equitable and deliver real financial savings to ensure that public money is being used in the most efficient and prudent manner.

Civil Contingencies Act 2004

Places a legal duty on the Police (amongst others) to assess the risk of, plan, and exercise for emergencies, as well as undertaking Business Continuity Management. The duty on local responders is to ensure sufficient capacity is in place locally to meet those needs, managed locally through the Local Resilience Forum Community Risk Register.

²⁴ The Police and Commissioner are two of the responsible authorities along with Local Authorities to sit on Community Safety Partnerships (CSPs)

²⁵ Section 11 of the Children's Act 2004

²⁶ The Equality Act 2010

²⁷ The Human Rights Act 1998

²⁸ Public Sector Annual Reports: Sustainability Reporting

APPENDIX 3 - Strategic Policing Requirement

STRATEGIC POLICING REQUIREMENT

What is the Strategic Policing Requirement (SPR)?

The SPR is set out by the Home Office to identify issues of national importance for Police and Crime Commissioners and Chief Constables to consider. It sets out national threats and specific requirements of the police service.

National Threats

Part A of the SPR sets out threats to national security, public safety, public order and public confidence. These are:

- Terrorism
- Civil emergencies categorised as a Tier One risk in the National Security Assessment
- Organised crime
- Threats to public order and safety
- A large-scale cyber incident such as an attack on a financial institution

National Policing Requirement

Capacity and Contribution

The appropriate capacity to contribute to the CONTEST strategy including:

- Identifying, disrupting and investigating terrorist activity and prosecuting suspects.
- Identifying and diverting those vulnerable to radicalism.
- Protecting the UK border and critical infrastructure.
- Leading the response after a terrorist attack.

The appropriate capacity to contribute to the organised crime strategy including:

- Preventing people being drawn into organised crime.
- Strengthening enforcement.
- Raising awareness within the private and civil sectors.

The appropriate capacity to respond to a spontaneous or planned event that requires a mobilised response to keep the peace, protect people and property.

The appropriate capacity to respond to civil emergencies as set out in the National Resilience Planning Assumptions and defined by the Civil Contingencies Act 2004.

The capacity to respond to a major cyber-crime incident.

Capability

- Ability to identify and understand threats, risks and harm and ensure appropriate responses.
- Ability to gather, assess and report intelligence.
- Ability to conduct complex investigations.
- Ability to respond to critical incidents, emergencies and other high impact threats.
- Ability to provide trained and competent command and control of major operations.
- Ability to protect covert tactics, witnesses and resources.
- Ability to provide armed support.
- Ability to provide support to major events.

Connectivity

- Operate with due regard to the role of the Security Service.
- Co-operate with the national tasking and coordinating function of the National Crime Agency.
- Enable cross-border mobilisation in response to incidents of large-scale public disorder.
- Interoperability with other Category 1 responders.
- Collect and maintain policing information securely, accurately, and in a timely fashion

Consistency

- Public order.
- Police use of firearms.
- Surveillance.
- Technical surveillance.
- Response to Chemical, Biological, Radioactive and Nuclear incidents.

APPENDIX 4 - Partnership Working

In delivering against the priorities the Commissioner will collaborate and work in partnership with a range of organisations locally, regionally and nationally. Currently, there are many services already delivered in partnership with local authorities, community safety, criminal justice agencies, voluntary, third sector, business and community groups.

Nottinghamshire Criminal Justice Board, (NCJB)

This is the Local Criminal Justice Board (LCJB) for both Nottinghamshire and Nottingham City. The purpose is to work in partnership across agencies to improve the efficiency and effectiveness of the Criminal Justice System and to improve the experience of victims and witnesses of crime.

The Safer Nottinghamshire Board (SNB)

This is a countywide strategic group that is required under the Crime and Disorder Regulations 2007 to ensure the delivery of shared priorities and a Community Safety Agreement. It supports local Community Safety Partnerships (CSPs) and aims to bring together agencies and communities to tackle crime and antisocial behaviour in local areas.

Community Safety Partnerships (CSPs)

These were set up as statutory bodies under sections of the Crime and Disorder Act 1998. The premise was that as causes of crime and antisocial behaviour were complex, no single agency held the key to reducing crime and its impact on society. CSPs therefore were aimed to bring representatives from locally based statutory and voluntary organisations together to tackle crime and antisocial behaviour in the local community.

The Nottingham Crime and Drugs Partnership ²⁹ (CDP)

The Nottingham Crime and Drugs Partnership structure represents the formal merger of the City's CSP with its Drug and Alcohol Action Team (DAAT). The Partnership Team undertakes Needs Assessments and commissions services to treat substance misuse, a key driver of crime. Built on the understanding of the critical role of substance misuse in driving offending, the team delivers a best practice model commissioning service informed by a comprehensive evidence base to ensure drug treatment services are in place in Nottingham City and Nottingham Prison. The team works closely with providers and the third sector to ensure that the outcome of delivering sustainable recovery is achieved.

Health and Wellbeing Boards

These were established by The Health and Social Care Act 2012, as a forum for key leaders from the health and care system to work together to improve the health and wellbeing of their local population and reduce health inequalities.

Nottinghamshire and Nottingham City both have their own boards. Board members collaborate to understand their local community's needs, agree priorities and encourage Commissioners to work in a more joined up way. These are:

- Nottinghamshire Health and Wellbeing Board.
- Nottingham City Health and Wellbeing Board.

Nottinghamshire Safeguarding Children Board (NSCB)

This was established by the Children Act 2004 and covers Nottinghamshire County, excluding the City of Nottingham. The Board is the key statutory mechanism for agreeing how relevant organisations co-operate to safeguard and promote the welfare of children and ensure the effectiveness of what they do. It also provides inter-agency training for colleagues working with children, young people, adults and families.

Nottinghamshire Safeguarding Adults Board (NSAB)

This was set up in 2008 to work together to help vulnerable adults who may have been abused and also to help stop vulnerable adults being abused. The Board is the 'strategic lead' for safeguarding in Nottinghamshire for policy, procedure and guidance, training, commissioning Serious Case Reviews to look at where things have gone wrong, and produce an Annual Report to keep everyone informed on how they are performing.

In addition to the main partners, the Board also works with a wide number of agencies as part of the NSAB Partnership who are involved in safeguarding adults in Nottinghamshire.

Nottingham City Safeguarding Children Board (NCSCB)

This is the forum for agreeing how services, agencies, organisations and the community safeguard children and improve their wellbeing. The Mission Statement being: "We will ensure that safeguarding practice, strategic planning and commissioning across all partner agencies continuously improves as a result of NCSCB activity, with the aim of improving outcomes for children, young people and families." The NCSCB is a multi-agency Strategic Partnership with an Advisory Board.

Nottingham City Adult Safeguarding Partnership Board (NCASPB)

This Board leads the development of safeguarding work at a local level. A strong partnership, with an agreed policy and strategy, will underpin multi-agency working.

Nottingham and Nottinghamshire Local Resilience Forum (LRF)

Established by the Civil Contingencies Act 2004, this group meets at all levels to ensure a consistent multi-agency approach to emergency planning and response, and works together to make the best use of the resources of the organisations that form it. The forum represents all those agencies who may be involved in the response to emergencies, including the emergency services themselves, Local Authorities, the health service, the voluntary sector, the military, utility companies and transport providers.

²⁹ The Nottingham CDP

³⁰ The Nottingham CDP

APPENDIX 5 - Accountability

POLICING ACCOUNTABILITY - THE POLICE ARE THE PUBLIC AND THE PUBLIC ARE THE POLICE

Public Election of Police and Crime Commissioner	→	<ul style="list-style-type: none"> First election on 15 November 2012 Four year term of office Democratic accountability to local electorate Legitimacy to take forward and champion local priorities 	→	Democratic Mandate
Strategic Planning And Setting Priorities	→	<ul style="list-style-type: none"> Understand and analyse local needs Consider the Chief Constable's draft strategic business plan requirements and recommendations Consult and consider partners priorities and plans Determine policing priorities and outcomes Set stretching Force targets Produce and publish Police and Crime Plan 	→	Victim and Citizen Focused Policing
Commissioning and Allocation of Resources	→	<ul style="list-style-type: none"> Consider the Chief Constable's resource requirements Agree priorities and outcomes for funding Align budgets with partners and maximise opportunities for joint working Allocate resources based upon evidence of need and effectiveness Provide confirmation and ratification letter to the Chief Constable Monitor delivery against outcomes 	→	Targeted and Alignment of Resources
Performance Management and Monitoring	→	<ul style="list-style-type: none"> Frequent performance reporting to PCC Benchmark with other forces and organisations Monitor budgets and track activity against savings targets Ensures the Chief Constable has plans and control measures to improve performance 	→	Improved Performance
Engaging Communities and Victims	→	<ul style="list-style-type: none"> Undertake focused on-going consultation with public and victims Ensure all communities have an opportunity to engage and give their views Act upon consultation findings quickly and feedback on actions Prioritise resources to public and victim priorities Report on progress against the delivery of manifesto pledges and performance through annual report 	→	Active Listening and Responding to Communities and Victims
Audit, Scrutiny and Inspection	→	<ul style="list-style-type: none"> Commission an annual programme of scrutiny, audit and inspection Active monitoring of HMIC, audit and IPCC findings to ensure lessons are learnt and embedded Ensure compliance with policies and procedures Annual programme to focus on public priorities, threat, risk and harm to policing 	→	Learning Lessons to Improve Policing
Linking Individual Action with Priorities	→	<ul style="list-style-type: none"> Selection and appointment of the Chief Constable Annual appraisal and objective setting linked to priorities Monthly meetings between the Commissioner and the Chief Constable to review and discuss performance Regular one to one meetings with Commissioner to hold the Chief Constable to account for delivery and performance 	→	Individual Accountable
Scrutiny of the Police and Crime Commissioner	→	<ul style="list-style-type: none"> Establishment of a Police and Crime Panel to review the: <ul style="list-style-type: none"> Commissioner's decisions in relation to the Police and Crime Plan, precept level (Council Tax), annual report and other public interest matters Commissioner's proposed appointments of Chief Constable Deputy Police and Crime Commissioner, Chief Executive and Chief Finance Officer The panel has other responsibilities in relation to: <ul style="list-style-type: none"> The investigation and resolution of non-criminal complaints against the Commissioner Providing support to the Commissioner to enable him to carry out his role Requesting information and making recommendations to the Commissioner 	→	Public and Democratic accountability



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