



Nottinghamshire

POLICE & CRIME COMMISSIONER

Nottinghamshire Police and Crime Commissioner's

Fourth Annual Report

2015 – 2016

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Foreword

Policing is all about helping people. There are many people living in Nottinghamshire who need that help and we are constantly pushing the boundaries to deliver it. My Annual Report 2015-16 shows the exceptional progress made over the past 12 months to support ordinary people; people who through no fault of their own have suffered at the hands of crime, people who are at risk of violence or brutality, people who face physical or mental abuse just because of their race or sexuality and people who need desperate help to break free from their addictions.

Policing can have a transformative influence on people's lives – change that cannot be captured through crime figures. Who knows how many more offences we have prevented through early intervention or how many victims we have saved from abuse by education and counselling? I'm immensely proud of the difference we're making to peoples' lives through strong, partnership working.

The next chapter of our progress will continue to see enhanced services for victims of domestic and sexual violence and further work to tackle low-level harassment and crimes against women and girls. We recently became the first force in the country to categorise misogyny as a hate crime – sending a hugely symbolic message to victims about how seriously we take their experiences.

We will also welcome our new victims' services model in January 2017, a model which empowers community-based organisations to deliver help to hard-to-reach individuals in the very communities in which they live or frequent. Hate crime remains a priority and we will be increasing our work to encourage victims to report incidents to the police so we can support them.

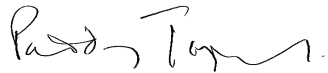
We ended 2015-16 in a very strong position but it is a position we have earned through hard work, innovation and foresight. Crime in Nottinghamshire is falling faster than almost anywhere else in the UK. On top of this, Nottinghamshire Police is the fastest improving police force in England and Wales and continues to lead the way in innovative policing, particularly in domestic violence and brutality against women.

Our pioneering approach will be boosted by £2.2m of additional funding over the next 12 months through the Police Transformation Fund. This money will be invested in a partnership project with Leicestershire and Northamptonshire aimed at eliminating duplication between the three forces and ensuring they have access to a larger pool of information and intelligence to help officers make faster and more informed decisions. A further £3,536,000 will be available to the project in 2017/18 through the same fund

Among other successes, I'm exceptionally pleased to see the amazing progress made in terms of Stop and Search which now sees Nottinghamshire Police with one of the lowest stop and search rates in the country but the highest positive outcome rate. I'm determined this policing strategy is used in a way that reassures our communities and will continue to ensure it is robustly monitored in the future.

It has been a true honour to serve Nottinghamshire since 2012 and an even greater privilege to be asked to serve it again. Our county is already a safe and thriving place to live, work and visit and with a firm agenda for action and change, it is my ambition that it will continue to be so.

Finally, I would like to acknowledge the work and achievements of my deputy Chris Cutland who retired in April. Chris provided me invaluable support throughout my first term in office and I know that she made a huge difference to victims and witnesses, especially women, who are now better protected and supported as a result of her work.

A handwritten signature in black ink, appearing to read 'Paddy Tipping'.

Paddy Tipping

**Nottinghamshire Police and Crime
Commissioner**

Introduction

This is the Commissioner's fourth Annual Report relating to his 2015-16 Police and Crime Plan and his first term of office which commenced on 22 November 2012. The Commissioner commenced his second term of office on 11th May 2016 following his election on 5th May 2016.

During these three and half years the Commissioner has been working with the former Deputy Commissioner to put into action the pledges and strategic activities made as part of his first election campaign. Each year the Commissioner has chosen to refresh his Police and Crime Plan.¹

The Commissioner is required by law to produce an annual report and to share it with the Police and Crime Panel for consideration. He will publish his response to their comments and recommendations following the Panel's meeting in September 2016.

This report covers the financial year from April 2015 to March 2016, and highlights some of the key achievements made since he became the first Police and Crime Commissioner for Nottinghamshire.

The Police and Crime Plan draws strongly on the experiences of the public, shared during an extensive engagement and consultation programme. It aims to put their views – and the interests of victims – at the heart of policing for Nottingham and Nottinghamshire and sets out the main priorities for action over the next year, reflecting what the public has told us needs to happen to increase their feelings of safety and reduce their fear of crime.

The Police and Crime Plan is built on:

- The Commissioner's commitments;
- The seven priorities identified through partnership working and consultation; and
- Supporting actions aimed at reducing crime and which, in turn, will lead to fewer victims.

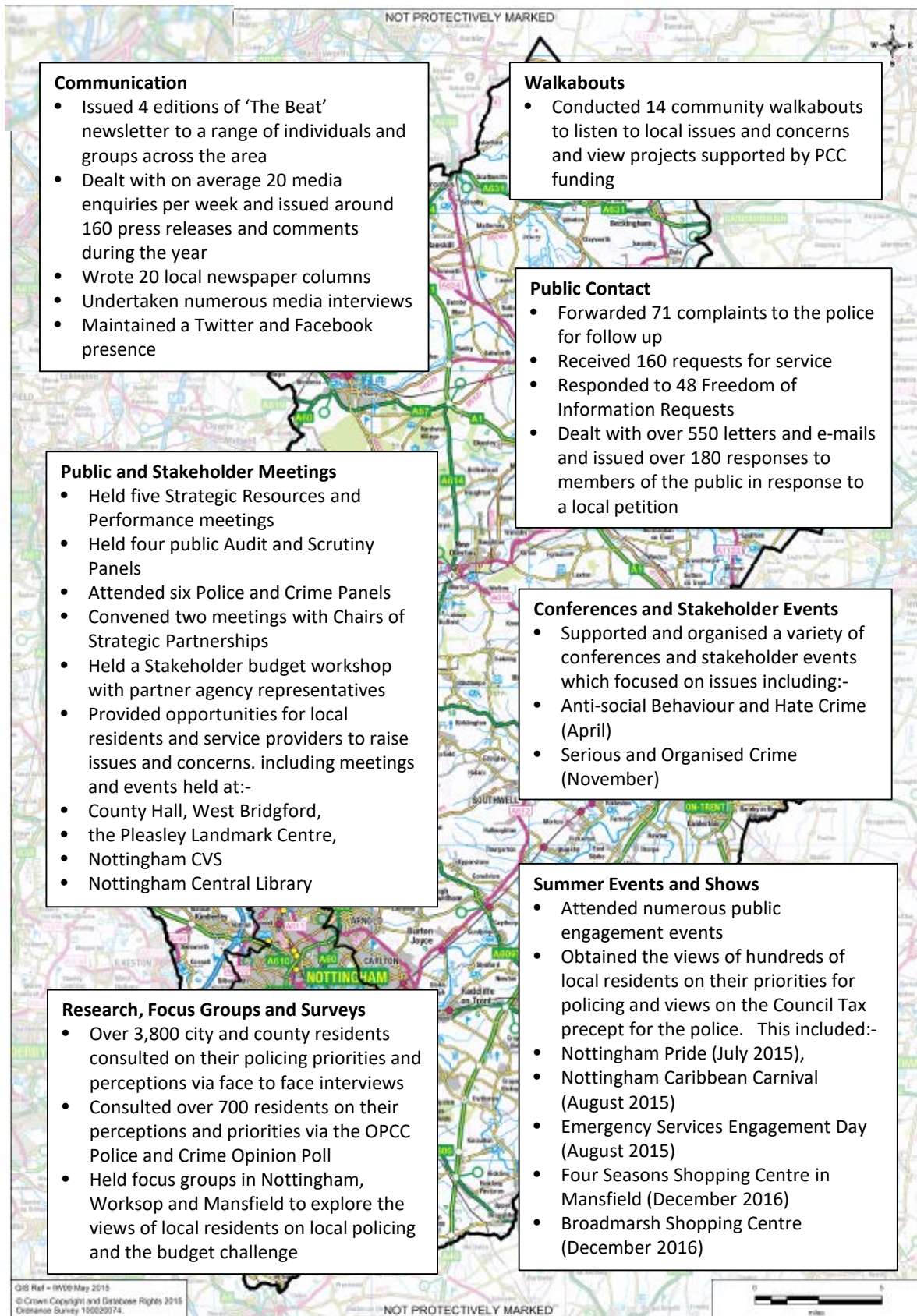
Vision

The Commissioner's vision is to be the 'People's Commissioner,' making himself available to individuals, victims of crime and communities and listening to their concerns. He has undertaken extensive consultation, giving his Police and Crime Plan a clear direction and path of action over the next three years. The focus of

¹ <http://www.nottinghamshire.pcc.police.uk/Document-Library/Public-Information/Policies-and-Procedures/Consultation-and-Engagement-Strategy-2016-2020.pdf>

everything he and his Office does will be on: *“...giving victims and citizens a bigger voice in policing to achieve a safer Nottingham and Nottinghamshire”*.

Consultation and Engagement



During the year the Commissioner has been fulfilling his pledge to be the People's Commissioner. The map above illustrates the extent of his reach across the City and County.

The Commissioner and Deputy Commissioner have met and talked with numerous communities and individuals during the year at walkabouts, carnivals and festivals, and one-to-one meetings. The Commissioner has refreshed his Consultation and Engagement Strategy in May 2016 which provides comprehensive information on the various ways the Commissioner and his office consults and engages with the communities.²

Pledges

The Commissioner made six pledges (as shown below) during his first election campaign. These were incorporated into his seven strategic themes.

1. Campaign against Government funding cuts to Nottinghamshire's Police and Crime Budget
2. Improve Community Policing across Nottinghamshire by taking on 150 extra Police Officers and 100 Police Community Support Officers (PCSOs)
3. Work in partnership to reduce anti-social behaviour (ASB) by 50%
4. Give extra priority and resources to domestic violence and crimes against girls and women
5. Ensure that victims of crime are treated as people, not cases, and Victim Support is properly funded
6. Be fair, honest and protect taxpayers' money

Police and Crime Panel

This Panel is responsible for reviewing and scrutinising the Commissioner's work and decisions and the Commissioner and his Deputy attend bi-monthly meetings to report on progress. In approving the precept level, Members of the Panel were also given an opportunity to share their views on the Commissioner's proposed budget. The Panel also helped to shape the Police and Crime Plan to ensure it reflects the needs of Nottingham City and Nottinghamshire.

The Seven Strategic Themes

The Commissioner's Police and Crime Plan has seven Strategic Themes. This report details the end-of-year performance in respect of the Plan's targets (2015-16) and the range of activities supporting each strategic theme.

² <http://www.nottinghamshire.pcc.police.uk/Public-Information/Newsletters-and-Publications.aspx>

In support of these seven strategic themes, the Commissioner works with, and in some cases helps to fund, a broad range of partners to maintain the safety and wellbeing of people who live, work and visit in Nottinghamshire.

As part of an on-going commitment to tackle the root causes of criminality, he also provides direct funding to a variety of community-based and public-facing organisations which deliver support to vulnerable people at risk of offending or those who fall victim to crime.

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

Pledge 4: Give extra priority and resources to domestic violence and crimes against girls and women

Pledge 5: Ensure that victims of crime are treated as people, not cases, and Victim Support is properly funded

Performance

- 84.8% of victims of crime are completely, very or satisfied with the service they have received from the police and was ranked second best in its MSG.³
- 85.3% of people surveyed in Nottinghamshire have respect for the Police.⁴
- 96.8% of victims and witnesses responding were satisfied or very satisfied with the services provided in Court.
- 56.5% of respondents agree that the Police and Council are dealing with local anti-social behaviour and other crime issues.⁵
- 89.8% of domestic abuse victims were satisfied with the Police action. This has been consistently high since the surveys commenced in 2015.⁶
- The number of domestic abuse incidents and crimes has decreased by 28% (5,351 less offences) in 2015/16 and domestic abuse crimes have increased 8%.
- Just less than 300 girls and young women have reported that they feel safer, more confident and are recovering from domestic abuse.

³ Iqanta Data - Satisfaction for incidents in the 12 months to March 2016. MSG means Most Similar Group of forces.

⁴ Iqanta Data – Crime Survey for England and Wales (CSEW) Data to December 2016.

⁵ Iqanta Data - This is based on 12 months interviews ending December 2015.

⁶ Force Survey - 12 months to January 2016.

- Well over 2,000 domestic abuse survivors have reported they feel safer and/or have recovered from crime.
- Almost 3,000 victims of non DSV crimes were supported between Oct 2014 and Dec 2015,
- Almost 2,000 sexual violence survivors have reported increased feelings of safety and/or greater confidence.
- Over 4,000 young people have benefited from schools based initiatives to help them understand healthy relationships better, their rights about consent and where to go for help.
- 84.3% of Hate Crime victims are satisfied with the service they have received from the Police.
- The number of Hate Crimes increased by 4% (+40) during the year and repeat victimisation increased by +2.9% (+2 crimes).
- Numbers of repeat victims of ASB has reduced by 5.8% and also the number of ASB incidents, down 4.3% during the year and 36.4% since 2011-12.
- Almost 600 ASB victims supported by the PCC's commissioned service since 2013 no longer require help, either because their situation is resolved or victims feel empowered to resolve the case themselves.
- The number of people Killed or Seriously Injured (KSIs) on Nottinghamshire's roads has reduced 33.3% since the baseline (2005-09 average). For children under 16 years it's reduced 35.3% against a target of -40% by 2020.
- During the year there have been no instances whereby people with mental health related illnesses have been presented to custody as a first place of safety. This significant improvement in performance is a direct result of the introduction of the Street Triage Team
- The Force attended 81.7% of Grade 1 incidents against within the prescribed timescale against a target of 85% and 68.7% of Grade 2 incidents against a target of 80%.⁷

Progress

Support for Victims

- The former Deputy Commissioner oversaw the implementation of the County Domestic Abuse review, working with Nottinghamshire County Council to co-commission new integrated domestic support services. An invitation to tender was published in March 2015 and contracts were awarded in July 2015. New services will began on 1 October 2015.

⁷ Historically the targets for attendance to incidents have been as follows: 85% attendance to Grade 1 incidents in urban areas within 15 minutes and rural areas within 20 minutes; and, 80% attendance to Grade 2 incidents within 60 minutes.

- The Joint Commissioning Group has begun work on developing an outcomes framework for providers. It will co-commission new integrated domestic and sexual violence support services to be in place from April 2016.
- The Commissioner's academic research into the type of support required for repeat survivors of medium risk domestic abuse identified interim findings suggesting that medium risk repeat survivors require on-going long term support from a consistent key worker. The findings were incorporated into the specification for the County Domestic Abuse tender and will also be incorporated into the City's new services.
- A new integrated support service, which the Commissioner co-commissioned with Nottinghamshire County Council, is operating in the County, delivered by Nottinghamshire Women's Aid and WAIS.
- A new support service, which the Commissioner co-commissioned with Nottingham City Council, is operating in the City, delivered by WAIS.
- In January 2015 the Commissioner part-awarded a contract to Victim Support to deliver an integrated victim support service to support all victims of crime and antisocial behaviour, identity theft, road traffic collisions and hate incidents. The new service is fully delivered within Nottinghamshire.
- In addition, the Commissioner has awarded a contract to Remedi to deliver victim-initiated restorative justice support and grant funded other services to support specific groups of very vulnerable victims such as victims with mental ill health and complex needs and elderly repeat victims of scams and fraud.

Demand for Service

- In order to secure further efficiencies, during the year the Force revised its response model by creating a number of Response Hubs across the City and County: Riverside, Newark and Mansfield. Demand for service and attendance rates for each hub are monitored and reviewed and remedial action taken where performance requires improvement.
- The Force has established a CRIM team⁸ to deal with all 'non-attend' and standard graded incidents, allowing response officers to focus on attending immediate and urgent (Grade 1 and Grade 2) incidents within the target times. The Force plans to increase the number of incidents dealt with appropriately through the CRIM to ensure that incidents involving a high level of threat, risk or harm to people can be responded as quickly as possible.
- The Force has recently launched the OPTIK (Operational Policing Tool and Information Kit) mobile data solution which will further support response officers to manage their daily business effectively, and it is anticipated that response times will improve as a result of officers spending more time away from their base station. Senior managers are taking action to address any cultural practices e.g. officers being drawn back to the Police Station to complete administrative tasks rather than using new technology to complete such tasks out on patrol.

⁸ CRIM: Contact Resolution and Incident Management team.

- The Force demand profile is currently being refreshed in line with the national demand work stream in order to inform a review of resource allocation. This will ensure that response hubs are appropriately resourced in order to meet demand.

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

Performance

- The conviction rates in Crown Court were 1.3% above the national average (86.3%). In the Magistrates Courts the rate was 1.3% lower (82.3%).
- The Early Guilty Plea rate for the Crown Court was 7.5% higher than last year (42.3%) and 8.9% above the national average. In Magistrates' Courts this rate was 3.4% higher than last year but slightly lower (-1.1%) than the national average (70.8%).
- There has been a year-on-year improvement in the effective trial rates in both Crown Court (+0.4%) and Magistrates Court (+2.1%).
- Furthermore, the number of ineffective trials (due to prosecution team reasons) compared to 2014-15 has improved by 7.8% in Crown Court but deteriorated slightly in Magistrates Court (-1.7%).
- Compliance with Victims Code has improved month on month since April 2015 (from 50% in City and County close to 90% in November 2015).
- Stop and Searches are much more proportionate for BME communities (reduced disproportionality by 22% between 2012-13 and 2015-16); in addition the Force has the third lowest stop and search rate per 10,000 population nationally and also one of the highest positive outcomes rates. The use of Taser is also third lowest rate nationally.⁹
- Compliance with the National Crime Recording Standard (NCRS) has improved from 88% in 2012 to 98% in 2015.
- Over 50% of victims contacted agreed to participate in the Restorative Justice process managed by Remedi of which 100% were satisfied.
- 8% (13) of victims referred to Remedi (RJ Service) participated in the Restorative Justice programme directly, meeting the offender in a safe environment face to face, to tell them how they felt, get questions answered and let the offender know what impact their actions have had on them.

⁹ The direction of travel for stop and search has reversed more recently largely due to the number of stop and searches undertaken connected with intelligence based knife crime tasking operations.

- 56% (94) of victims referred to Remedi (RJ Service) participated in-directly through shuttle mediation. This is where the victims do not want to meet the offender face to face so shuttle mediation is used via trained practitioners to get questions put by the victim answered by the offender.

Progress

- The Commissioner has worked with other PCCs and Chief Constables to establish a regional Police Criminal Justice Service and commissioned successful restorative justice service.

Prosecution Team Performance Management

- Electronic prosecution file transfers have been introduced to increase efficiency of Police-led prosecutions and reduce costs.
- The Force has introduced a revised performance framework in line with the new national Prosecution Team Performance Management (PTPM) model. This involves dip sampling a number of files to identify meaningful issues and to raise them with the PTPM. Key issues identified and continue to be monitored are:
 - Lack of supervision around initial files,
 - Missing MG9 (Witness lists) from initial files,
 - Lack of the use of Court Orders section of the MG5.
 - Other issues include not using the DIP testing section of the MG5, not identifying key witnesses correctly and not 'investigating' retraction statements
 - A number of initiatives were put in place to reduce these issues from occurring and therefore have improved file quality and timeliness, such as:
 - A 'Gold File' intranet-based message board highlighting frequent problems with files and the solutions required
 - A roll-out of 'Back to Basics' training for Sergeants
 - Daily reporting through the VOLT (Victim, Offender, Location Tasking) Dashboard on files due in the next 7 days

Transforming Summary Justice (TSJ)

- Transforming Summary Justice (TSJ) is a national cross-agency initiative to reform how the Force does business in the Magistrates Court. It is designed to reduce the number of hearings and improve system-wide efficiency. The aim is to have only one hearing for a guilty plea case in the Magistrates Court and only two for a not guilty plea case. All agencies within the system are engaged and the judiciary has intertwined the Summary Disclosure Review within TSJ.
- The national 'go live' date for TSJ was 31 May 2015; Nottinghamshire provided national leadership and went live on 1 February 2015 closely followed by the rest of the East Midlands. Benefits include:

- A ‘whole’ system approach
- Simplification of the disclosure process
- Bringing key processes forward in time so as to make the first hearing effective
- Reduction in the number of upgrade files for the Magistrates Court (less file building for Officers)
- A quicker resolution for victims and witnesses
- Initial Details of the Prosecution Case (IDPC) is now prepared and served on the Court and defence 5 days before the hearing allowing them to be better prepared for the initial hearing and the defence to enter their plea.

Restorative Justice (RJ)

- In 2015 the Commissioner appointed Restorative Justice (RJ) specialist ‘Remedi’ to provide RJ interventions for victims. This work commenced in June 2015 and although it has taken some time to establish the performance results reported above are encouraging as 56% of victims would recommend this service to other victims. Some comments include:

“I don’t feel like a victim anymore. Last night I slept properly for the first time in a year”

“It’s as simple as I have got my life back”

“Every victim should get the opportunity to do this. Surely it should be about being able to make a choice; it was completely the right thing for me to do”

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

Pledge 3: Work in partnership to reduce anti-social behaviour (ASB) by 50%

Performance

- In 2015-16, crime reduced by 0.15% and 5.58% since the 2011-12 baseline. **Appendix A** details the full breakdown of crime types and **Appendix B** shows the changes by area.
- In terms of volume, the largest increases (top 3) were Violence Without Injury (up 822, +12.07%), Violence With Injury (up 616, +6.4%) and Criminal Damage (up 292, +2.92%).
- In terms of volume, the largest decreases (top 3) were Burglary Dwelling (down 699, -17.2%), Possession of Drugs (-15.91%, -436) and Other theft Offences (down 416, -4.82%)
- ASB reduced over the year by 4.32% (or -1,663 recorded incidents) and -36.4% (-21,117 incidents) compared to the 2011-12 baseline. Whilst the

Commissioner's 50% reduction target was not met, some local authorities were very close as shown in the table below:

Areas	2015-16	Since 2011-12
Force	-4.32%	-36.43%
City	-2.81%	-23.85%
County	-5.71%	-45.08%
Ashfield	-7.42%	-43.36%
Bassetlaw	-3.31%	-48.24%
Broxtowe	-12.71%	-46.35%
Gedling	-5.45%	-42.71%
Mansfield	-4.89%	-46.11%
Newark & Sherwood	-2.22%	-42.24%
Rushcliffe	-5.08%	-46.14%

- Victim-based crimes accounted for nearly 90.2% of the Force's overall increase with 248 additional offences (+0.38%), most of which were Violence offences. The County division recorded an increase in crime (3.25%, or 1,329 offences), whilst the City Division saw a reduction (-4.56% or -1,439 offences).
- The City saw reductions in all five of its High Impact Areas especially the Arboretum (-9%,-150), whilst the Priority Areas (PPAs) in the County had mixed results; Netherfield and Colwick saw a 12% (-67) reduction, whilst Sutton in Ashfield saw a 20% (+120) increase.
- There were a total of 8,741 offences identified as rural crimes to the end of 2015-16, equating for just over 12% of all crime recorded by Nottinghamshire Police. This is fairly similar to the proportion in 2014-15. In terms of performance in rural areas, the Force recorded a 5.4% increase, or 450 additional crimes, compared to the Force reduction of -0.15%.
- The detection rate for All Crime fell from 30.6% last year to 27.1%. The necessity test and changes to the criminal justice system mean that fewer arrests are made. This may be contributing slightly to the reduced detection rate. However, more importantly, due to the NCRS ¹⁰ counting rules the Force now has to record a crime even if the victim doesn't wish to cooperate or the victim cannot be traced.¹¹

¹⁰ [NCRS means : National Crime Recording Standard](#)

¹¹ For example, if a member of the public phones the Police and states they have been assaulted outside a Public House, but on Police arrival they are not there and cannot be traced, the incident is still recorded as a crime is still recorded yet there is no chance of detection. Similarly, where someone reports a crime (it will still be recorded) but won't provide evidence or assistance (it will remain undetected). With Sexual offences, the Force will record a crime unless there is evidence beyond doubt that the crime did not occur. This is the right thing to do, but impacts on detection rates.

- Whilst the proportion of Community Resolution disposals has fallen slightly when compared to the previous year (from 16.7% to 14.6%) the volume has fallen by 22.2% or 693 disposals which are at a greater rate than the fall in overall detections.
- The [Respect Survey findings](#) for 2015¹² show that perceptions of anti-social behaviour once again continue to improve. The headline findings are:
 - Perceptions of the level of ASB continue to decline.
 - In Neighbourhoods, litter and dog fouling are most prevalent concerns
 - Begging is of most concern for perceptions of ASB in the City
 - People feel safer after dark
- The [Nottinghamshire Annual Satisfaction Survey](#) (2015)¹³ identifies that 82% of respondents were satisfied with their local area (35% very satisfied and 47% fairly satisfied), an increase of 2% since the 2014 survey and 3% higher than in 2013. Satisfaction was highest in Newark & Sherwood, where 93% were either satisfied or fairly satisfied, and lowest in Ashfield (74% overall satisfaction).
- 74% of respondents reported feeling safe (either very or fairly safe) in their local area when outside after dark, however 15% felt unsafe (9% fairly unsafe and 6% very unsafe), a decrease of 4% since the 2014 survey. A large proportion of Newark & Sherwood (84%) respondents felt safe, compared to 68% of Ashfield and Bassetlaw respondents.
- 95% of the overall sample felt either very safe (77%) or fairly safe (18%), an increase of 1% since last year's survey. Only 2% overall felt either fairly unsafe or very unsafe.

Progress

Funding

- In 2015-16, the Commissioner invested £3.5m toward a Community Safety Grant and £500k toward other partnership costs in support of the Crime and Drugs Partnership (CDP) and the Safer Nottinghamshire Board (SNB) to enable District Community Safety Partnerships to support initiatives to reduce anti-social behaviour, support victims and improve community safety.¹⁴
- The Commissioner continues to provide funding to support the work of community-based projects designed to reduce ASB and alcohol misuse, and support victims and vulnerable people. (See [Small Grants](#) section).

¹² <http://www.nottinghamcdp.com/wp-content/uploads/2016/04/Respect-for-Nottingham-Survey-2015.pdf>

¹³ <http://www.nottinghamshire.gov.uk/media/113644/satisfaction-survey-report-2015.pdf>

¹⁴ <http://www.nottinghamshire.pcc.police.uk/Document-Library/Our-Money/2015-2016-Documents/Budget-Report-2015-16.pdf> (see page 5)

Tackling ASB

- The Anti-social Behaviour Crime and Policing Act (2014) enacted in October 2014 brought a range of new powers that enable both Police and partners to tackle ASB more effectively.
- The Commissioner's office worked with the City Council's Community Protection ASB Team to develop an ASB leaflet and an ASB Practitioner's Advice Booklet to provide guidance on the new ASB Tools and Powers and case studies of how these powers can be used to good effect.
- Subsequently, the Commissioner hosted a Best Practice ASB and Hate Crime event facilitated by the Commissioner and attended by both Police and Partner practitioners so that new knowledge would help build capability in the use of the ASB powers.
- The Commissioner has provided funding to rollout ECINS (a computer software case management system to improve the sharing of information between partners) to help both Police and Partners manage ASB cases and a wide range of other incidents.

Rural Crime

- The Commissioner has actively promoted the national 'Rural Crime' Survey by 'National Rural Crime Network'. Over 17,000 people living and working in the rural areas responded to this survey. The Force has a Rural Crime strategy which sets out the Commissioner's and Chief Constable's commitment to policing and promoting community safety in rural neighbourhoods.
- The Force has actively recruited 8 Rural Crime Special Constables.
- Nottinghamshire Police currently chair the Regional Wildlife Group on behalf of the National Wildlife unit which involves regional forces and partners. Specific designated officers and Special Constables are working with numerous partnerships e.g. Environment Agency, Angling Society, Wildlife Trust and many more to help protect wildlife from crime.
- The Force has extended its agreement with Neighbourhood Alert. A review was undertaken to consider how the Force can more effectively target communities with alerts which will include rural communities and their various sub-sections (farm watch, plant owners, horse watch, etc.) who will be one of our key stakeholder groups.
- Following this review a new rural crime alert scheme funded by the Commissioner commenced in March this 2016.¹⁵ People living and working in three rural areas of Nottinghamshire can now receive news, information and appeals from their local police team straight to their mobile phone, thanks to a new text messaging pilot. Anyone living in the Bassetlaw, Newark and Sherwood areas can register to receive free text message alerts from officers

¹⁵ <http://www.nottinghamshire.pcc.police.uk/News-and-Events/Archived-News/2016/PR-458.aspx>

about issues affecting their area, including information about recent incidents and advice to help them avoid becoming victims of crime.

- The Commissioner's office has developed a specific website¹⁶ for rural matters which should assist in this objective in terms of gaining access to information to protect local environments and wildlife. In addition, a rural crime news leaflet has been developed and was sent in hard copy to all 200 Parish Councils across the County and is available for download from the Commissioner's web site.¹⁷
- In respect of cross border working, the Force has signed up to Operation Traverse which looks to tackle angling issues. The Force has previously undertaken some joint rural crime training with Leicestershire and Lincolnshire. NICHE provides excellent opportunities to share data re offending and intelligence picture.

Theme 4: Reduce the impact of drugs and alcohol on levels of crime and anti-social behaviour

Performance

- Possession of Drugs reduced 15.9% (-436).
- Trafficking in Drugs reduced 6.45% (-49).
- Production of Drugs reduced 21.1% (-76).
- Supply of Drugs however increased 8% (+32).
- Public order offences reduced -7.39% (-178).
- The number of crimes which appear to be Alcohol-Related has reduced by 11.9% but ASB incidents has increased by 2.2%.
- Nottingham the 2nd highest performer in the Core City group for successful completions (35%) re substance misuse (drugs and alcohol).
- Overall there has been a reduction in the NTE violence despite changes to crime recording rules. Also, a reduction in serious NTE violence of 14%. The City's Respect survey shows 55% of people feel safe in NTE (up 7% in a year)
- Nottingham has successfully retained its Purple flag status for the sixth consecutive year and Mansfield in the County awarded the flag in 2015.

¹⁶ <http://www.nottsruralwatch.co.uk/>

¹⁷ <http://www.nottinghamshire.pcc.police.uk/Document-Library/Public-Information/Newsletters-and-Publications/Rural-Crime-Leaflet.pdf>

- The Force estimates that between 13% and 15% of All Crime and ASB is Alcohol-Related and as such is less than half the level reported nationally (although the Force is aware that tagging issues may affect this figure).
- The proportion of Alcohol-Related Violence (now 21.4%) appears to be falling and is less than half that is estimated nationally, based on findings from the Crime Survey for England and Wales.
- There were 7 additional night-time economy Violence Against the Person offences recorded in 2015-16 compared to 2014-15 representing a small increase (+0.4%).
- The most recent Crime Survey for England and Wales (CSEW) identifies that the number of people perceived to be being drunk or rowdy is down from 20.9% (Sept-16) to 17.8% (Dec-16) and current perceptions are in line with the Force's MSG (Most Similar Group of Forces)..
- The County Annual Satisfaction Survey (2015) identified that one in six (18%) respondents said that people using or dealing drugs was a problem, which is 2% lower than in 2014. 68% of people said it was not a problem as all. In respect of People being drunk or rowdy in public places, 82% said it's not a problem at all and this has not changed in 3 years.
- However, the Nottingham City Respect Survey (2015) identifies that the number of people perceived to be using or dealing drugs in local neighbourhoods increased slightly from 1.51% (2014) to 1.63% (2015) although this was only ranked fifth highest. People perceived to be drunk or rowdy in public spaces in local neighbourhoods also increased slightly from 1.49% (2014) to 1.54% (2015) and was only ranked 8th highest with both types of perception being significantly less than they were in 2012.

Progress

Alcohol Strategy and Action Plan

- The Commissioner has contributing to a national project to develop guidance to promote more effective practice with street drinkers and Co-commissioned substance services for Nottingham and Nottinghamshire.
- The Commissioners Office has led on fully implementing the Alcohol Action Plan with Partners to reduce crime in the night time economy (NTE) and improve health and wellbeing including:
 - Implementing Operation Promote in the City Centre and County for drugs and weapons
 - Renewing 'Drinkaware' to provide Club Hosts in major venues
 - Promoting the Purple Flag and Best Bar None schemes in NTEs
 - Initiating projects to tackle street drinking in the Arboretum

- Alcohol-related offending remains a priority crime type as reflected in the Commissioner's [Alcohol Strategy](#)¹⁸ and the strategies of Partners. With the Commissioner's leadership and support in 2014 Nottingham and Nottinghamshire became a Home Office Local Alcohol Action Area (LAAA).
- The Responsible Drinking Initiative (RDI) was launched in November 2014, providing breathalysers and industry best practice 'vulnerability training' to door and bar staff as well as police and partnership NTE officers. The RDI has been endorsed by the Portman Group, the British Beer and Pub Association, and National Pub Watch. Invitations to join the scheme were opened up through the Nottingham Pub Watch and BID in August 2014 with venues showing considerable enthusiasm.
- City Division has launched a multi-agency communications plan which will inform citizens and protect and enhance the reputation of the city while motivating behavioural change with regard to harmful drinking. The plan will look at all aspects of alcohol-related problems under the campaign name '[Ending Alcohol Harm](#)'.¹⁹ The Force has also secured for both the city and the county a unique, high-value partnership with Drinkaware through the LAAA, aimed at motivating behavioural change for those aged 18 to 29 on 'drunken' nights out.
- There is on-going work with BID regarding a radio scheme, Taxi Marshals and a Purple Flag Award. Also, Taxi Licensing and late Night Enforcement. Pubwatch and City Licensing team regularly work in partnership to address problem venues and responsible drinking initiatives such as vulnerability training, use of breathalysers (4 venues closed and their Licences revoked in last 2 years).
- Street Pastors and Door staff are tackling perceived vulnerability. Work has been undertaken with EMAS (East Midlands Ambulance Service) to try & provide support to NTE (Night Time Economy) staff. Work has been undertaken with the Nottingham City Community Protection around super strength & Saturation Zone to manage the number of Off & On licences in City centre and times of licensable activity.

Alcohol Licensing

- The City and Districts have ensured that a robust enforcement of licensing conditions is taken for pubs and clubs causing the most concerns. However, the Police are a 'Responsible Authority' under the Licensing Act 2003 together with the fire service, health and safety, planning, noise pollution, safeguarding children, trading standards and the licensing authority.
- The responsible authority's statutory duty is to enforce the relevant provisions of the Act. The robust enforcement of conditions begins with the application of

¹⁸ <http://www.nottinghamshire.pcc.police.uk/Document-Library/News-and-Events/Alcohol-Conference/Alcohol-strategy-refresh.pdf>

¹⁹ <http://www.endingalcoholharm.co.uk/>

conditions in the first instance. This is done by way of negotiation with applicants and their solicitors, affording them opportunity to share their proposal and for the Police to raise concerns and give the applicant the opportunity to consider measures to address them and the viability of the measures. Once a licence has been granted the Police ensure that the holder complies with the terms of the licence; thus the Police undertake and/or oversee compliance visits, legislative compliance checks (test purchase operations), mystery customer operations etc.

- All of this information is recorded onto the InnKeeper database which is specific to license premises. This information is then used to produce a Top 10 premises report based on incidents at the premise. This forms part of the briefing for Night Time Economy (NTE) policing and further targets the teams' efforts towards those premises causing the most risk.
- Other activities include monitoring of crime types inside and outside premises, meetings with various Pub and Area Managers, variations to licenses with new conditions, installation of CCTV, warning letters, Premises Action Plans, increase number of door staff, walkthroughs by police, cocaine tests in toilets.
- With other partners review the action as a standard agenda item at their Partnership Plus meetings and actions are contained within Delivery Plans. Doorwatch, nights of action.

Drugs

- [Operation Promote](#)²⁰ was set up to tackle the use of stimulant drugs such as cocaine in the City centre which can drive violent behaviour when taken with alcohol. In addition there is a full time Cannabis Dismantling Team who dealing with an average of 17 grows per month.
- As reported above reported drug offences have reduced. These reduction offences may be attributable to the increased use of the former 'legal highs'. For example, The National Treatment Agency for Substance Misuse report indicated that young adults are turning to so-called legal highs as they seek alternatives to other drugs. The National Treatment Agency (NTA) for Substance Misuse report warned the drugs had emerged as an alternative to the "low quality" of other substances. Nationally, over the past few years, the number seeking help for cocaine, crack cocaine and heroin use all fell. This was largely down to large reductions in the under 25 age group, as the number of over 40s actually increased.²¹ This is why the Psychoactive Substances Act 2016 was enacted in May 2016 to control so called legal highs NPS (see below).
- The NTA figures showed that over the past year the number of people needing treatment for cocaine fell by 15% to 7,304, for crack cocaine by 17% to 3,686

²⁰ <http://www.nottinghamcdp.com/news/successful-operation-re-launched-to-keep-nottinghams-nightlife-safe/>

²¹ <http://www.dualdiagnosis.co.uk/news/Progress48895.ink>

and for crack and heroin together by 16% to 21,341. This is almost entirely due to large falls in the under 25s seeking treatment as the over 40s have been rising in recent years.

- Locally, in Nottinghamshire NPS is considered to be a problem and believed to be present in the NTE (Night time Economy), so it's likely to be contributing to problematic behaviour in the NTE but difficult to identify at moment. CRC Partner's believe there is a problem with Prison recalls linked to NPS use and the profit which can be made selling the drugs in prison.
- The consequences of drug abuse often results in death and near death misses as articulated in a recent Nottingham Post report.²² Partners continue to monitor the impact of NPS and take action where possible.

The Psychoactive Substances Act 2016

- The Psychoactive Substances Act 2016 was the Governments response to the problem described above and became law in May 2016.
- The Act now bans the import, export, supply and production of a psychoactive substance (NPS) in the UK and will carry a maximum prison sentence of 7 years. However, simple possession of psychoactive substances (NPS), including nootropics, will remain legal.
- Information on what is known about psychoactive and legal substances locally will be contained in the annual Joint Police and Crime Plan Needs assessment which will be started in July 2016. A county wide working group has been set up by Nottinghamshire County Council, Public Health to better understand and respond to Psychoactive Substances in April 2016.
- The 2010 National Drug Strategy has been updated and to be published imminently which will set the direction in respect of activity to address this objective. Locally, Partners are working together to better understand the problem and how to address it.

Crime Reduction Initiative (CRI)

- From the 1st October 2014 the Crime Reduction Initiative (CRI) has been jointly commissioned by Nottinghamshire County Council and the Nottinghamshire Police and Crime Commissioner to deliver the adult substance misuse recovery services in Nottinghamshire. This service provides drug and alcohol treatment to anyone with drug and/or alcohol substance misuse problems who is resident in Nottinghamshire County. This is not confined to illegal drug misuse, it also includes prescription drugs and those sold over the counter. The range of services provided includes advice and sign-posting, referrals to other agencies, and treatment provision, as well as advice for carers and legal guardians.

²² <http://www.nottinghampost.com/Police-Nottingham-issue-drugs-warning-clubbers/story-28779371-detail/story.html>

- CRI are also responsible for the provision of the Criminal Justice substance misuse service in the County. This includes custody assessments, as well as treatment provision for individuals subject to DRRs and ATRs. The service has been commissioned on an outcome basis, with the focus on service users achieving sustained recovery, and enhanced social integration and well-being.
- As a new service which incorporates a shift from traditional "treatment" models, the priority since commencement has been to ensure the provision is effectively embedded. A new performance framework is now in place and management information is being provided to OPCC and SNB.

Theme 5: Reduce the threat from organised crime (SOC)

Performance

- The recent HMIC report into Regional Organised Crime Units (ROCU) published in December 2015 identified the East Midlands as best practice.²³
- The Force recorded 1 additional Confiscation and Forfeiture Orders under the Proceeds of Crime Act (POCA) in 2015-16 compared to last year, placing the Force 9.9% below the +10% target. The overall value of POCA orders has increased however by 7.2% or £73,197, with the average value now at £4,828 compared to £4,522 in 2014/15.
- The Threat, Harm and Risk (THR) assessment is 17.1% below the 2014-15 level.
- There were 44 less supply and production drug offences recorded in 2015-16 compared to the previous year (a reduction of 5.8%). The number of supply offences increased by +8.0%, or 32 additional offences.
- Based on the search used for the Home Office Annual Data Return for Cyber Crime, just over 1% of All Crime in 2015/16 was classed as Cyber Crime. Numbers and proportions will appear relatively low due to the removal of Fraud & Forgery offences which are referred to the National Fraud Agency. In addition, the low level also suggests a high level of cybercrime remains underreported.

Progress

Understanding Risks and Challenges

- At a regional level EMSOU (East Midlands Serious and Organised Crime Unit) has a detailed Control Plan covering all known aspects of SOC including but not limited to Cyber Crime, Child Sexual Exploitation and Abuse, Foreign Nationals Offenders, Illicit Commodities i.e. Tobacco, Drugs & Firearms, Human trafficking and Exploitation (modern slavery).

²³ <http://www.nottinghamshire.pcc.police.uk/Document-Library/Public-Information/HMIC-Reports/HMIC-Report-Regional-Organised-Crime-Units.pdf>

- At a local level the Serious and Organised Crime Board has recently been established for Nottinghamshire, setting out the risks and challenges. A new partnership structure has now been set up in the City to combat serious and organised crime and, following discussions with partners, similar structures will be set up in the County.
- The current intelligence picture relating to organised criminality, coupled with the upcoming prison release of key individuals linked to organised crime, suggests that the medium term threat from Serious, Organised Crime in Nottinghamshire will not change from its current threat status of 'significant and consistent'.
- A Police Officer is seconded full time to County Trading Standards team to enhance joint working around Serious an Organised Crime such as illicit tobacco etc. and a senior detective leads on Modern Slavery issues. He is currently engaged in delivering presentations to a range of partners to raise awareness, encourage improved engagement and greater intelligence. This has included adult/child Safeguarding, Nottingham City Council, Trade Unions, NHS, MASH. The GAIN²⁴ is also actively engaged.
- SPOCS from District Councils are undergoing vetting in preparation for the newly formed Partnership Boards for SOC that will ensure better information sharing.
- The Safer Notts Board (SNB) for the County has just carried out an extensive review. Part of this was the use of a Strategic Threat Harm and Risk matrix (STRA) that has determined new priorities for Partnership working that move away from crime type to CSE / Human Trafficking etc. This will drive performance through the already well-established Partnership delivery structures and ensure this becomes core business.
- Previous investment in POCA training and a remodelled process in terms of identifying opportunity are now paying dividends as the Force use of this legislation has become mainstream activity. The Unit is now developing intelligence sources to identify targets benefitting financially from crime within our communities but who are not active in the commission of that crime. These will be subject to standalone money laundering investigations.

ANPR (Automatic Number-Plate Recognition)

- ANPR cameras continue to be use by Nottinghamshire Police especially in the County to monitor the movements of tagged vehicles. Bespoke police operations are now linked to the ANPR camera network tackling organised crime groups. The Commissioner provided funding in support of an ANPR shield across Bassetlaw which is now in place (Phase 2). A similar scheme was introduced in Ashfield (Phase 1) which assisted in the reduction of dwelling burglary by 36% (2013-14). A Phase 3 scheme will cover Broxtowe district.

²⁴ Government Agency Intelligence Network (GAIN)

ANPR provides state of the art technology for both prevention and detection of crime and is located in areas vulnerable to travelling criminals.

- The 'go live' of the Real Time Intelligence Unit in the control room is delivering a 24/7 capability to use the ANPR data, enhancing capability around crimes in action and vulnerable people.

Preventing Terrorism

- Sections 36 to 41 of the CT&S Act 2015 sets out a new legal duty on local authorities and partners of local panels to provide support for people vulnerable to being drawn into terrorism.²⁵ For this reason the Commissioner set an objective in his Police and Crime Plan (2015-16) to support Partnership work between Colleges, Schools, Prisons and Councils to prevent people being drawn into terrorism.
- The new duty came into effect on 1 July 2015 and the requirement was discussed at the Prevent Partnership Steering Group chaired by the Head of Cohesion in the City. Partner agencies are working to ensure its effective implication despite the lack of resources from Central Government.
- The City Council's Corporate Director for Children and Families has ensured that briefings have taken place across key management areas. A number of officers attended an East Midlands event on the implications of the duty.
- In support of this requirement a dedicated Prevent Officer to the City Council Cohesion Service has been established with a focus on community engagement but also will be able to develop a refreshed partnership improvement plan to tackle the general duty as well as some of the more specific requirements of the Act.

Impact of Migration

- A regional research project has been conducted on 'The Impact of International Migration on the East Midlands' and work conducted for the Commissioner by the CDP on 'Examining Crime, Ethnicity and Gender in Nottingham'. These will form part of the evidence base for the Police and Crime Needs Assessment.

Ending Gang Youth Violence Programme

- The Commissioner has continued to invest into the Ending Gang Youth Violence Programme. This includes community-based projects to divert gang members away from a life of crime and a small grants fund to support further community engagement and a cohesion worker.
- Vanguard Plus, the multi-agency Ending Gang Youth Violence team led by Nottingham City Council, has been established for just over three years. Its

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https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/425189/Channel_Duty_Guidance_April_2015.pdf

main focus is to address the activities and behaviours of urban street gang (USG) members. However, the team also manages a number of organised crime group members who have direct links to USGs. During the last 12 months the team has managed a number of high profile, high risk, offenders.

Theme 6: Prevention, early intervention and reduction in reoffending

Performance

- Data from both the Youth Offending Teams for City and County show that 31.9% of youth offenders (43) within the cohort have re-offended in the last 12 months, with a re-offending rate of 0.79 which is better than the national average performance (35.5%).
- In 2015-16 295 outcomes were issued to youth offenders who had previously received a community resolution in 2014/15 which is better than the previous year when 316 were issued.
- There have been 204 young persons identified as first time entries in to the youth justice system in 2015-16, 10 less than recorded in 2014-15.
- The average age of an offender is 15 years, though nearly a third of all offenders are aged 16. The majority of offenders identified are male, with over 20% recorded as female, with the ethnicity of the offender being just over 90% being white, just under 5% recorded as BME and the ethnicity in the remaining records not recorded.
- A third of all offences recorded were for Violence Against the Person, with Theft & Handling, Motoring Offences and Criminal Damage each accounting for around 9% of the total volume.
- Around 60% of youth offenders were given a caution, youth conditional caution or youth caution, with a further 28% receiving a referral order.
- In 2015-16 there were no people suffering mental impairment detained in custody suites.

Progress

Funding

- The Commissioner has provided £927K funding over the past three years to Partners to undertake positive activities for young people which has contributed to reduced ASB and crime.

Preventative Work

- The mainstream activity of the Street Triage Team continues to be successful. In addition the Force has carried out a review and revision of processes in accordance with national guidance, and has a joint protocol with partners which includes a Service Level Agreement with the East Midlands Ambulance

Service, and a coordinated approach with the two nominated places of safety (Highbury Hospital and Millbrook).

- The Commissioner grant funded 7 community led projects during 2015-16 to provide positive activities for young people and also grant funded the Princes Trust to provide positive activities for young people at most risk of getting involved in offending.
- During the year 33 GPS tags provided by G4S and Buddi. Assisted the IOM (Integrated offender Management Team) to manage offenders. Only 4 were specifically used for managing shoplifting offenders on a voluntary basis due the lack of legal enforcement legislation. A number of examples have highlighted the benefits of the GPS tags where offenders have been arrested for shop-theft following GPS tracking data placing them inside the location at the time of theft.
- The Commissioner and Chief Constable lobbied the Ministry of Justice (MOJ) for Nottinghamshire Police to be part of a national GPS tagging pilot. On 7th April 2016 the MOJ notified the Commissioner and Chief Constable that the Force has been successful in its application and will form part of Pilot Area 1 together with Leicestershire, Staffordshire and West Midlands. A senior Police officer is now project managing the pilot.

Young People

- The Commissioner has set up a 'Youth Commission' with recruitment of 14-25 year olds in Nottinghamshire whose job has been to support, inform and challenge the Commissioner on policing for the City and County. In addition the Commissioner has provided a grant to 'Chat About' to engage with young people who don't normally get involved to hear their voices.
- Since then, a diverse group of young people were recruited to gather views from 1,000 young people across the area on priority topics such as drugs and alcohol, Stop and Search, relationships with the police, education, prevention, reoffending and rehabilitation. Key findings and recommendations were presented to the Commissioner, Chief Constable and senior representatives from partner organisations on 21st March 2016 and will be used to help shape and inform policy and planning over the 2016-17 period.²⁶
- Several pilot programmes have been commissioned to test different approaches to improving interventions in schools aimed at prevention. The main focus is on healthy relationships, health and wellbeing, resistance education, social responsibility and fulfilling potential. Take Five in Manton; Holocaust centre work in Manton, Dragons Den in Sutton in Ashfield and Life Skills work in the county are being trialled.

²⁶ <http://www.nottinghamshire.pcc.police.uk/Document-Library/Get-Involved/Youth-Commission/Nottinghamshire-Youth-Commission-Final-Report-April-2016.pdf>

- In addition a large scale evaluation is taking place of Life skills based on 29 schools who have engaged in the programme, and 26 schools who deliver different interventions, which will include up to 2,500 school children is currently underway. Both City Council and County Council are agreeable to reshaping the PSHE curriculum to ensure it meets the stated aim and objectives.

Integrated Offender Management (IOM)

- The IOM approach is well embedded and successful in Nottinghamshire. Several other force areas have visited Nottinghamshire Police in order to replicate success. The governance structure for IOM at strategic level has been affected by staffing and organisational changes and is currently in a state of 'evolution'.
- IOM in Nottinghamshire has been recognised as a national model of good practice. (HMIC, MAZARS, Academic work), it has been shown as responsible for a 'statistically significant drop in reoffending' amongst the most prolific offenders.
- The Forces IOM (Integrated Offender Management) programme was reviewed by the College of Policing and HMIC. Nottinghamshire was highlighted nationally for its work in HMP Nottingham and the Multi-Agency Intelligence Team. IOM performance management through convictions has now begun, with more than 400 individuals currently managed through the Force IOM programme. The Reducing Reoffending Board has commissioned a full review of Premium Service provisions and IOM tactical delivery.
- In January 2016 a new monitoring system was put in place to establish key measurable factors that had not been addressed within each cohort before. Results from this will be available when enough data has been gathered to allow for a comparison over time, it is likely that an initial analysis will be possible at the end of Q1 2016-17.

Troubled Families

- The National Troubled Families project was launched by Central Government in December 2011 to 'turn around' the lives of 120,000 of the most troubled families in the UK. It aims to deliver intensive support to families with complex needs in a bid to achieve long-lasting change.
- Following the launch of the National Troubled Families Programme. Nottinghamshire County Council is supporting 1,580 Nottinghamshire families with complex needs over the next three years through the Supporting Families Programme. Families are allocated a named worker responsible for delivering intensive whole-family support focussed on reducing criminal activity and anti-social behaviour, improving school attendance and supporting adults into work.

Theme 7: Spending your money wisely

Pledge 1: Campaign against Government funding cuts to Nottinghamshire's Police and Crime Budget

Pledge 2: Improve Community Policing across Nottinghamshire by taking on 150 extra Police Officers and 100 Police Community Support Officers (PCSOs)

Pledge 6: Be fair, honest and protect taxpayers' money

Performance

- The Government's grant has reduced significantly and in order to balance the budget, further savings of £11m should have been made in 2015-16. At the year-end there was a shortfall of £2.4m. £12m savings have been set for 2016-17.
- The latest 12-month rolling sickness data for the Force identifies officer sickness has increased from 3.58% in March 2015 to 4.71% in May 2016 and Police staff from 3.68% to 5.63% respectively representing a cost of £6.331m.
- Current BME representation in Force stands at 4.5% overall, lower than the BME population of Nottinghamshire, which stands at 11.2%. Recent Home Office data identifies Nottinghamshire has the 11th highest BME officer representation (4.4%) nationally (the range being 1.1% to 11.7%).
- During the year, 72 additional Special Constables (SCs) have been recruited with a total of 288 and a BME representation of 8%. 70 additional applications were received in March this year and 12 wish to become RURAL SC's.
- The Force has created an SC RURAL crime team based out of Ollerton Police Station which currently has 1 Sgt and 5 SC's attached to it (3 more officers are waiting to transfer into the team).
- The Force now has appointed 149 Police Cadets with a BME representation of 26%. The Force will resume recruitment during 2016/17 and intends to extend the programme to include 10 x 13-16yrs olds who will be based at the Worksop. If successful the Force will expand the scheme to include 13 years olds across all 8 bases.
 - There are 79 Police Support Volunteers (PSVs) with 11 applicants currently going through the recruitment process to join various Police departments.
 - In total the BME representation of the volunteer workforce is 9.9% (Cadets/Specials/PSV's).
 - Neighbourhood Watches have increased by around 10% during the year. The total number of registered users is 30,376.

Progress

Funding Formulae

- The Commissioner met with the Home Secretary and Policing Minister shortly after being elected in 2012 to lobby for fairer funding and more Police Officers for Nottinghamshire. Despite this, the Government still introduced further budget reductions.
- Nottinghamshire is disadvantaged by the present funding formula which is still under review by the Home Office. The Commissioner has been heavily involved in the discussions around the new formulae and its implementation.
- In the meantime, all possibilities to change the way we work and reduce costs are being considered and action taken. The Commissioner continues to represent Nottinghamshire at national and regional meetings. He is the chair of the Association of Police and Crime Commissioners' Standing Group for Resources, Efficiency and Strategic Finance and attends Home Office Gold and Silver Groups for Police Finance and Resources. He has made sure he is at the heart of decision making in order to champion a better deal for policing in Nottinghamshire.

Commissioner's Office Costs

- HMIC's value for money profile for 2015 ²⁷ identifies that the cost of the Commissioner's Office (£0.93m) is £250k less than former Police Authority and 24% less than national average (i.e. £0.83 per head of population compared to £1.03).

Budget Reductions

- Since setting his first budget for 2013-14, which was itself challenging, the pressure on the Commissioner's budget has increased substantially. Over the last four years efficiency savings of £42.6m have been needed to deliver annual balanced budgets.
- In 2012-13 and 2013-14 achieving efficiencies was comparatively easy and underspends in other areas also developed. But 2014-15 saw the start of it becoming increasingly difficult to achieve the required savings programme and an additional £2m was used from reserves (total over £4m) to balance the budget by the end of the year.
- 2015-16 has proved to be the toughest year to date. Efficiency programmes have not been delivered in full and in addition, the budget pressures were identified during the year. This has resulted in an estimated £9.3m being required from reserves to balance the budget.

²⁷ <https://www.justiceinspectors.gov.uk/hmic/wp-content/uploads/nottinghamshire-2015-value-for-money-profile.pdf>

Delivering the Future (DtF)

- Nottinghamshire has changed drastically over the years but the focus remains, and always will, on protecting all of our communities and putting citizens at the heart of our police service. Such changes requires changing the way the Force does things i.e. changing policing structures to ensure it effectively responds to the new demands of emerging crime types and priorities.
- Nottinghamshire Police's strategic change programme, 'Delivering the Future', will deliver a policing model for Nottinghamshire which is affordable, effective and efficient in fulfilling its policing responsibilities.
- The change programme has come a long way and delivered over £42m savings since its original inception in 2010 as the Transformational Change Strategy, followed by the Target Operating Model programme and Designing the Future. Designing the Future was the first part of the most recent change programme, which looked to create an operating model that would be fit for the future, while reducing costs.
- Delivering the Future then took over the project with the aim of implementing all of the plans that had been designed, while reacting to the changing picture of policing.
- The programme is now focusing on the following areas of work to ensure the change is driven forward in a clear, concise and effective way, with the backing of the teams, who are working to provide the best service possible to our communities:

Managing Demand Effectively

- Current demand
- New and emerging demand
- What the future may bring
- Horizon scanning

Managing Capacity

- Workforce as it is now and how it will be until 2020
- How best to match limited resources to the demand faced and explore current systems, processes and identify how to make them lean, yet effective and release capacity for the Force.
- Make best use of technology to provide capacity to the Force

Managing Capability

- What our people can do - what skills our people have - what skills we will need in the future

- Using this information to ensure staff is effectively trained, equipped and using the right technology to meet the demand requirements.

The Right Force Structure

- Establish a new operating model which is sustainable and enables the Force to efficiently address the demands it faces now and in the future.

Effective Communication and Engagement

- Ensure staff is engaged and communicated with throughout the entire change programme; listening to them as the experts in their roles.
- Ensure staff feel trusted and supported in conducting their roles.
- Ensure communities and stakeholders are consulted with and listened to with regard to their views on proposed changes.

Effective Financial Management

- Ensure robust financial DtF monitoring, analysis and reporting, to track and achieve efficiencies and saving initiatives, evaluating risks and liabilities.
- **Appendix D** provides a graphical summary of the current demand for Police service.

Collaboration

- The Commissioner has continued to explore every opportunity to make the best use of available funding by securing efficiencies through regional collaboration overseen by the Regional PCC Board and the Regional Efficiency Board. He has chaired both Boards in 2014-2015 to ensure that Nottinghamshire has a strong presence in the region.
- He has worked with the other East Midlands Police and Crime Commissioners to agree regional budgets for major crime, serious and organised crime and other collaborative projects, and he plans to do more in the future. The East Midlands Police Collaboration Programme (EMPCP) has the task of delivering changes which will improve many areas of operational and non-operational policing functions.
- Nottinghamshire Police continue to collaborate with the East Midlands Special Operations Unit (EMSOU) to provide efficiencies for policing as well as financial benefits. On-going reviews look at items such as better utilisation of fleet to find further cost savings.
- The Force is collaborating on Specialist Service areas around regional Criminal Justice (EMCJS) and Operational Support Department (EMOpSS) as well as moving from a three Force to five Force Forensics service. Others areas of collaboration are Multi-Force Shared Service (MFSS), East Midlands Serious and Organised Unit EMSOU, Major Crime, Procurement, Learning and Development, Legal and Information Communication Technologies (ICT).

Tri-Force Collaboration (formerly Strategic Alliance)

- Following the PCC elections in May 2016 and a meeting of new PCCs, the former Strategic Alliance plans which sought collaboration across the Leicestershire, Northamptonshire and Nottinghamshire forces continue to be considered. The business case has been discussed at a number of key stages since December 2015 with the team building that business case investigating three main areas of change: contact management; optimising the NICHE shared crime recording system, which is now live across all five East Midlands forces - the others are Derbyshire and Lincolnshire; and Enabling Services, which covers the back office supporting services of HR, IT and Finance. The pace has slowed a little to allow time for the new PCCs to better understand the full implications of the collaboration proposals.

Community Safety Fund

- The Commissioner commissions the majority of community safety work through City and County Community Safety Partnerships (CSPs), which bring together local stakeholders who are well placed to understand local need and priorities. In addition, he supports grassroots community safety activity by grant funding third sector organisations through his Community Safety Fund.²⁸
- In 2015-6 the Commissioner awarded £273,323 in grants to 26 third sector organisations as part of the Community Safety Fund. Diverse initiatives are funded, including diversionary work with young people to prevent anti-social behaviour and further offending, work with young people to build their trust and confidence in the Police, support for a campaign to end female genital mutilation, specialist support for young survivors of sexual abuse and practical help for disabled people experiencing hate crime.
- The Commissioner launched his Community Safety Fund (2016-17) in December 2015. New projects will begin in April 2016. Priorities for funding include support for survivors of sexual abuse, help for vulnerable people who have complex needs and risk victimisation, initiatives aimed at driving down rural crime, innovative BME-led projects and those initiatives which support new and emerging communities to establish positive relationships with the Police.

Decision Making and Value for Money

- The Commissioner has set a strategic theme to 'Spend your money wisely.' Value for Money (VFM) is at the heart of every decision and is demonstrated in the opinion given by external auditors each year.
- All decisions in relation to the use of public money for policing are made public on the Commissioner's website. The Commissioner also has regular meetings

²⁸ <http://www.nottinghamshire.pcc.police.uk/Our-Money/Grants-and-Funding/Community-Safety-Fund-2016-17.aspx>

throughout the year with stakeholder representatives, offering the chance for their views and inputs to be taken into account.

PCC Volunteer Schemes

Investing in Volunteers

- Investing in Volunteers is the UK Quality Standard for all organisations which involve volunteers in their work, recognising good practice in an organisation's volunteer management.
- The IIV award consists of 9 indicators illustrated by 46 practices. To achieve the award an organisation has to demonstrate that it has sufficient practices to demonstrate all 9 indicators.
- In March 2016, the Office of the Police & Crime Commissioner was informed that they were being accredited with the Investing in Volunteers Award in April 2016 for the next 3 years. This is the second consecutive time the OPCC had gained this award.

OPCC Volunteer Demographics

- The Commissioner has sought to ensure that his Volunteer Schemes are as representative as possible to reflect community diversity in terms of ethnic origin, gender and age. In this respect:
 - 18% of the Volunteers are from the BME Communities.
 - 82% of the Volunteers are female and 18% male across an even spread of age groups.
 - 24% of the Volunteers have a disability.

Independent Custody Visiting

- The Independent Custody Visiting Scheme is a team of volunteers (ICVs) who make unannounced weekly visits, in pairs, to the City and County's three custody suites namely the Bridewell in the City, Mansfield and Newark. ICVs check that the detainees are receiving their rights and entitlements such as meals, medical attention and legal advice. The Scheme's main aim is to increase public confidence in the treatment and welfare of persons detained in Police Custody.
- ICVs ensure that vulnerable detainees are visited as a priority and that procedures are in place for ICV's to communicate with non-English speaking detainees using language cards and mobile phones to contact interpreters via Language Line.
- A small, qualified group of specially trained custody visitors are on standby to visit detainees held under the Terrorism Act.

Performance

- During 2015-16, there were 216 visits made.
- 694 detainees were offered a visit and only 57(8%) declined the offer. Last year the figures were 803 and 65(8%) respectively.
- Averages of 3 detainees were seen during each visit which is the same as last year.
- 79% of these visits took place during weekdays and 21% during the weekend. Last year it was 81% and 19% respectively.
- 85% of unannounced visits were given access to detainees within the first five minutes of the ICV's arrival. Last year it was 86%.
- Overall, feedback from ICVs show that detainees are generally very satisfied with the way in which they are treated and raise few complaints. This overall view was the same as last year.

Progress

- All concerns arising from visits were raised with Custody Inspectors so that remedial action could be taken quickly. They are documented and written responses are provided on action taken.
- The Commissioner's Volunteer Manager oversees the scheme and should any complaint not resolved to her satisfaction then it is escalated to a higher level within the Regional Criminal Justice system.

Animal Welfare Lay Visiting Scheme

- Animal Welfare Lay Visitors (AWSLVs) are independent volunteers from the local community who make unannounced visits to check on the welfare of animals engaged in Police work.
- The Nottinghamshire Scheme has 8 AWSLVs who visit the Police Kennels once a month or twice a month during the summer when the weather is hotter, to check on the welfare of any police dogs being kept in the kennels. The volunteers work in co-ordination with the RSPCA basing their visits on 'The Five Freedoms':
 - Freedom from hunger and thirst.
 - Freedom from discomfort.
 - Freedom from pain, injury and disease.
 - Freedom to express normal behaviour.
 - Freedom from fear and distress.

Police Dog Pension Scheme

- When police dogs retire, they remain in many instances with their handler at their family home. Veterinary fees are paid for in respect of working dogs, but financial assistance ends when the dog retires.

- Some dogs work up to their retirement age but others, who may have been injured on duty or are unable to carry out their duties due to illness, may retire earlier.
- When a dog approaches retirement either due to ill health or old age, a retirement fund will ensure that medical expenses relating to work-related injuries/illnesses are reimbursed for three years, up to £500 per year, based on an individual veterinary assessment. This policy is reviewed on an annual basis.
- 12 Police Dogs retired from service during this period.

Performance

- The Animal Welfare Lay Visitors made 16 visits to the kennels in 2015-16, 6 more visits than the previous year as extra visits had been programmed for the summer during hot weather conditions.
- 100 individual inspections of Police Dogs were made overall. Last year there were 107 individual inspections.
- 5 new AWS Lay Visitors were recruited during the year.

Progress

- The Commissioner has been working with the Force to upgrade and improve the provision of kennels for operational Police dogs. A new kennel build commenced in February 2016 for expected completion in June/July 2016.
- The existing kennels in the main complex will be replaced with new and energy efficient units, supported by modern management facilities.

Mystery Shopping Scheme

- The Mystery Shopping Scheme was created in 2013. The aim of the scheme is to provide the Commissioner with information about the quality of customer service provided by Nottinghamshire Police so that he can hold the Chief Constable to account should there be any issues.

Performance

- During 2015-16, Mystery Shoppers attended 40 Police Priorities Setting Meetings which are public meetings held in the local area where Police Officers can discuss with members of the public their policing priorities.
- All information regarding the time, date and venue of the meetings was taken from the Nottinghamshire Police Website. All meetings were advertised as 'open to members of the public'.
- Of the 40 meetings selected for a Mystery Shop, 31 took place (78%), 8 did not take place despite being advertised on the website (20%) and one venue could not be found by the Mystery Shopper (2%).
- Eleven of the venues had accessibility or car park issues (28%).

Progress

- The findings have been analysed and reviewed with the Force to enable them to respond to the issues raised. Mystery Shoppers were asked to make recommendations where further improvements could be made and thereby improve service provision further:
 - The meetings could have been better advertised to inform members of the public that they were taking place, which might increase attendance.
 - Some venues were felt to be inappropriate or intimidating.
 - Easier access for people with a disability.
 - Better clarity of some of the meetings so that everyone could raise questions.
 - Most meetings were well attended by Council representatives but members of the public should be encouraged to attend as well.
 - Meetings should start promptly and not overrun.
 - Better circulation of information at meetings.
 - Website could be better updated with correct meeting dates and cancellations.
- During 2016 the PCC's Mystery Shoppers will be piloting an exercise to provide the Commissioner with assurance that Victims of Crime are receiving their entitlements under the Victims Code. The Code of Practice for Victims of Crime entitles all victims to support from criminal justice agencies.
- The Mystery Shoppers will report to the Commissioner on their findings of good practice and improvements to practice here required. This will then be fed back to the Chief Constable.

Future Funding (2016-17)

Budget - 2016-17

- 2016-17 was always going to be a challenging year, not only were grant cuts expected against a picture of increasing usual costs (e.g. pay awards and price inflation), planning for an estimated £3.5m cost pressure from the change in National Insurance contributions was required.
- The Government Provisional Grant settlement was announced in December 2015 and this was much better than was planned for.
- In creating the budget for 2016-17 additional cost pressures of £11m have been identified and an efficiency plan of £12m has been developed. This is less than originally anticipated due to the better settlement and in part due to the increase in the council tax base which delivered £1m more than estimated. Despite this much has been achieved and continues to be delivered.

- The Commissioner's [Budget Report for 2016-17](#) ²⁹ provides a budget breakdown of £190.2m revenue funding and net expenditure.
- Despite this, the Commissioner with the support of Government grants has maintained the same level of funding to local partnerships ³⁰ to provide community safety and victims services.

Efficiency Savings

- The table below summarises the savings plans currently in place for 2016-17 financial year:

Efficiencies	2016-17 £m
MRP	1.0
Reduction of Officers and Staff (DTF)	5.0
Non Pay savings	1.7
Reduction in acting up	0.5
Voluntary redundancy, DTF Business cases, Shift review	3.5
Internal Efficiencies	12.0

- The Commissioner is mindful that should there be some slippage in implementing these efficiencies then further savings will need to be identified and delivered in year.
- Following the estimated requirement for £9.3m of reserves in 2015-16 there is insufficient reserves available should the efficiency programme not be delivered in full. Plans to replace the reserves utilised over recent years are planned to commence in 2018-19
- The Commissioner welcomed the new Comprehensive Spending Review announced in November 2015. The protection being given to policing by the Chancellor in the Settlement meant that the anticipated cuts in funding of 25-40% did not emerge.
- However, a standstill in funding means that savings are required to meet day to day increases in prices and pay. On top of this Nottinghamshire has to tackle the continuing impact of the 2015-16 budget shortfall.

Expenditure 2016-17	2016-17 £m
Previous Expenditure	191.2
In year increases	11.0
Sub-total Expenditure	202.2
Efficiencies	(12.0)
Transfer to Reserves	1.0
Total Net Expenditure	191.2

The net expenditure [budget for 2016-17](#) is £191.2m and is summarised in the tables left and below.³¹ A detailed breakdown is shown at **Appendix E.**

²⁹ <http://www.nottinghamshire.pcc.police.uk/Document-Library/Our-Money/2016-2017-Documents/Budget-Report-2016-2017.pdf>

³⁰ £0.5m provided to local community safety groups in the third sector.

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

Net Expenditure Budget	2016-17 £m
Employee	156.8
Premises	6.0
Transport	6.5
Supplies & Services	14.9
Agency & Contract Services	13.1
Pensions	4.0
Capital Financing	5.7
Income	(4.8)
Efficiencies	(12.0)
Net Use of Reserves	1.0
Total Net Expenditure	191.2

- The estimated funding for the Police & Crime Commissioner over the next four years (and compared with 2015-16) is shown in the table below:

Funding Available	2015-16 £m	2016-17 £m	2017-18 £m	2018-19 £m	2019-20 £m
Police & Crime Grant	126.8	126.1	123.4	120.7	118.1
Council Tax Legacy Grant ³²	9.7	9.7	9.7	9.7	9.7
Precept	52.4	54.4	55.8	57.2	58.6
Collection fund surplus/(deficit)	0.7	1.0 ³³			
TOTAL	189.6	191.2	188.9	187.6	186.4

Staffing Levels

- The table below details the workforce movements Budget 2015-16 v Budget 2016-17.

³¹ <http://www.nottinghamshire.pcc.police.uk/Document-Library/Our-Money/2015-2016-Documents/Budget-Report-2015-16.pdf>

³² Legacy Grant is subject to review as part of the funding formula review

³³ The surplus to be received in 2016-17 will be transferred to reserves

2015-16 Budgeted Total FTE's	2016-17 Budgeted Total FTE's	Movements FTE's
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Police Officers			
Local Policing	1,306	1,269	-37
Specialist Services	493	454	-39
Corporate Services	42	39	-3
Region	81	128	47
	1,922	1,841	-81
Police Staff			
PCSO	253	228	-25
Other Police Staff	1,221	1,312	91
	1,474	1,540	66

TOTAL	3,396	3,381	-15
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HMIC Validation and Audit

- A number of audits and inspections conducted over the last 12 months have led to improved standards in policing services.
- During 2015-16, HMIC carried out a number of inspections and published a number of [reports](#).³⁴ The Commissioner reviews these reports and ensures that any recommendations are considered and implemented. His [written responses](#) to HMIC reports are published on his website.³⁵
- The public expects the Police to reduce, prevent and investigate crime, bring suspects to justice and, in conjunction with other services and agencies, care for victims. HMIC assessed three specific areas as shown in the table below and made a number of recommendations to help bring further improvements. It can be seen that overall the Force is considered Good:

• How effective is the force at reducing crime and preventing offending?	Good
• How effective is the force at investigating offending?	Good
• How effective is the force at tackling anti-social behaviour?	Good

³⁴ See HMIC Web Site:

<http://www.hmic.gov.uk/?type=publications&s=&cat=&force=nottinghamshire&year=2015>

<http://www.justiceinspectores.gov.uk/hmic/?type=publications&force=nottinghamshire&year=2016&s>

³⁵ <http://www.nottinghamshire.pcc.police.uk/Public-Information/HMIC-Reports.aspx>

Completed HMIC Inspections:

A summary of HMIC inspections are shown below:

MISSING CHILDREN: WHO CARES? - THE POLICE RESPONSE TO MISSING AND ABSENT CHILDREN (MAR-16)

- Each year thousands of children go missing from their homes, although the majority of them return home or are found soon after, all children who go missing are potentially at risk of harm, and a significant number, because of their circumstances, will face the risk of sexual, criminal or economic exploitation.

STATE OF POLICING: THE ANNUAL ASSESSMENT OF POLICING IN ENGLAND AND WALES (FEB-2016)

- The Police Act 1996, requires Her Majesty's Chief Inspector of Constabulary to report each year on his assessment of the efficiency and effectiveness of policing in England and Wales. The assessment covers the full breadth of policing work inspected by HMIC, and an overview of police forces in England and Wales.

POLICE EFFECTIVENESS (FEB-2016)

- As part of its annual inspections into police effectiveness, efficiency and legitimacy (PEEL), HMIC's effectiveness programme assessed how effective the force is at keeping people safe and reducing crime and anti-social behaviour. This inspection focused on four aspects of policing: preventing crime and anti-social behaviour; investigating crime and managing offenders; protecting vulnerable people and supporting victims; and tackling serious and organised crime.

POLICE LEGITIMACY (FEB-2016)

- As part of its annual inspections into police effectiveness, efficiency and legitimacy (PEEL), HMIC's legitimacy programme assessed how legitimate is the force at keeping people safe and reducing crime. The inspection focused on whether a force was consistently behaving in a way that is fair, reasonable, effective and lawful, and if it has the consent of the public. HMIC assessed legitimacy at a force level, as well as drawing out overarching themes on a national level which are set out in the national overview.

NOTTINGHAMSHIRE – NATIONAL CHILD PROTECTION INSPECTION POST-INSPECTION REVIEW (FEB-16)

- Protecting children is one of the most important tasks the police undertake. Only the police can investigate suspected crimes, arrest perpetrators and monitor sex offenders. Police officers have the power to take a child who is in danger into a place of safety, or to seek an order to restrict an offender's contact with children. The police service also has a significant role working with other agencies to ensure the child's protection and well-being, longer term.

INCREASINGLY EVERYONE'S BUSINESS: A PROGRESS REPORT ON THE POLICE RESPONSE TO DOMESTIC ABUSE (DEC-15)

- Summary In March 2014, HMIC published Everyone's business: Improving the police response to domestic abuse. This report found significant weaknesses in the service provided to victims of domestic abuse, and made a series of recommendations aimed at helping forces to improve. Between June and August 2015, as part of its PEEL: Effectiveness inspection programme, HMIC

THE DEPTHS OF DISHONOUR: HIDDEN VOICES AND SHAMEFUL CRIMES - AN INSPECTION OF THE POLICE RESPONSE TO HONOUR-BASED VIOLENCE, FORCED MARRIAGE AND FEMALE GENITAL MUTILATION (DEC-15)

- This is the first HMIC inspection to focus on honour-based violence. Our findings are set out in the report, which also contains recommendations for the Home Office, the National Police Chiefs Council, chief constables, and the College of Policing.

WITNESS FOR THE PROSECUTION: IDENTIFYING VICTIM AND WITNESS VULNERABILITY IN CRIMINAL CASE FILES (NOV-15)

- This report sets out the findings of a review of the quality of criminal case files. It examines how effective the police are in providing accurate information of the circumstances of the case, identifying the vulnerability of victims and witnesses, and assessing and managing risks so the needs of witnesses and victims are met.

PEEL: POLICE EFFICIENCY (OCT-2015)

- As part of a new annual inspection of police forces in England and Wales, HMIC has published a thematic and individual force reports on the findings of inspections of policing efficiency. The reports are concerned with the question: How efficient are the police at keeping people safe and reducing crime?

BUILDING THE PICTURE: AN INSPECTION OF POLICE INFORMATION MANAGEMENT (JUL-15)

- This report sets out findings from our review of the business processes police forces in England and Wales use to collect, record, process, evaluate and share information in the wake of the mistakes that have been made in the handling of information relating to, and allegations of, sexual abuse.

RESPONDING TO AUSTERITY PROGRESS REPORT: NOTTINGHAMSHIRE POLICE (MAY-15)

- This report sets out the progress made by Nottinghamshire Police since the publication of the Policing in Austerity: Meeting the Challenge report was published in 2014.

RAPE MONITORING GROUP: DIGESTS AND DATA 2013/14 (MAR-15)

- On behalf of the national Rape Monitoring Group (RMG), HMIC has published 42 local area digests to provide a data set to enable more thorough analysis of how rape is dealt with in a particular area of England and Wales.

Internal Audit and External Audit Assurance

- The Commissioner and Group receive a substantial amount of assurance from the work that is undertaken by its internal and external auditors (Mazars and KPMG).³⁶
- The role of internal audit is to provide independent assurance that the Commissioners risk management, governance and internal control procedures are operating effectively.
- The role of external audit is to review the financial statements, obtain evidence that they are materially correct and provide an opinion as to whether these represent a true and fair view of the financial position of the Group. In addition, external audit also provide a value for money opinion assessing whether proper arrangements are in place for securing financial resilience and challenging how the Group secures economy, efficiency and effectiveness.

Internal Audit

- Internal Audit operates in accordance with Public Sector Internal Audit Standards, which have been developed specifically for the Public Sector by CIPFA. Compliance with the standards is assessed on a cyclical basis.
- One of the assurance statements that the Group receives is the annual opinion of the Head of Internal Audit (Senior Manager – Mazars) in respect of the financial control framework. The annual report in respect of work completed in 2015-16 is that the internal control systems in the areas audited were adequate, with the exception of the transition to new transactions finance systems where improvements were recommended and were classified as high risk.

External Audit

- The External Auditor, KPMG issued an unqualified value for money conclusion for 2015-16. This means that they are satisfied that the Group had proper arrangements for securing financial resilience and for challenging how it secures economy, efficiency effectiveness.

³⁶ <http://www.nottinghamshire.pcc.police.uk/Document-Library/Our-Money/Annual-Accounts/2015-2016/2016-Group-Annual-Governance-Statement-v2.pdf>

APPENDIX A - CRIME REDUCTION PERFORMANCE BY CRIME TYPE (2015-16)

	Year-to-date performance				Target Position			Month-to-date performance			
	2015/16	2014/15	Volume Change	Percentage Change	Current Target	Difference from Target	Percentage Difference from Target	March 2016	March 2015	Volume Change	Percentage Change
Homicide	10	9	1	11.11%	8	2	25.00%	0	1	-1	-100.00%
Violence with injury	10,175	9,559	616	6.44%	9,558	617	6.46%	741	854	-113	-13.23%
Violence without injury	7,631	6,809	822	12.07%	6,808	823	12.09%	544	598	-54	-9.03%
Rape	789	684	105	15.35%	683	106	15.52%	81	82	-1	-1.22%
Other sexual offences	1,284	1,201	83	6.91%	1,200	84	7.00%	79	142	-63	-44.37%
Burglary dwelling	3,371	4,070	-699	-17.17%	4,069	-698	-17.15%	288	219	69	31.51%
Burglary other	4,520	4,607	-87	-1.89%	4,606	-86	-1.87%	463	403	60	14.89%
Robbery of business property	84	100	-16	-16.00%	99	-15	-15.15%	5	6	-1	-16.67%
Robbery of personal property	822	911	-89	-9.77%	910	-88	-9.67%	68	63	5	7.94%
Theft from motor vehicle	4,634	4,778	-144	-3.01%	4,777	-143	-2.99%	384	413	-29	-7.02%
Theft of motor vehicle	1,392	1,150	242	21.04%	1,149	243	21.15%	153	113	40	35.40%
Vehicle interference	903	894	9	1.01%	893	10	1.12%	84	93	-9	-9.68%
All other theft offences	8,217	8,633	-416	-4.82%	8,632	-415	-4.81%	678	758	-80	-10.55%
Bicycle theft	1,929	2,123	-194	-9.14%	2,122	-193	-9.10%	136	118	18	15.25%
Shoplifting	7,686	7,856	-170	-2.16%	7,855	-169	-2.15%	684	723	-39	-5.39%
Theft from person	1,090	1,225	-135	-11.02%	1,224	-134	-10.95%	99	127	-28	-22.05%
Arson	436	408	28	6.86%	407	29	7.13%	27	31	-4	-12.90%
Criminal damage	10,220	9,928	292	2.94%	9,927	293	2.95%	945	808	137	16.96%
Victim-Based Crime	65,193	64,945	248	0.38%	64,944	249	0.38%	5,459	5,552	-93	-1.68%
Possession of drugs	2,305	2,741	-436	-15.91%	2,740	-435	-15.88%	194	175	19	10.86%
Trafficking in drugs	711	760	-49	-6.45%	759	-48	-6.32%	78	98	-20	-20.41%
Possession of weapons offences	734	579	155	26.77%	578	156	26.99%	56	65	-9	-13.85%
Public order offences	2,231	2,409	-178	-7.39%	2,408	-177	-7.35%	123	177	-54	-30.51%
Miscellaneous crimes against society	1,136	986	150	15.21%	985	151	15.33%	90	81	9	11.11%
Other crimes against society	7,117	7,475	-358	-4.79%	7,474	-357	-4.78%	541	596	-55	-9.23%
All Crime	72,310	72,420	-110	-0.15%	72,419	-109	-0.15%	6,000	6,148	-148	-2.41%

APPENDIX B – CRIME REDUCTION PERFORMANCE BY AREA (2015-16)

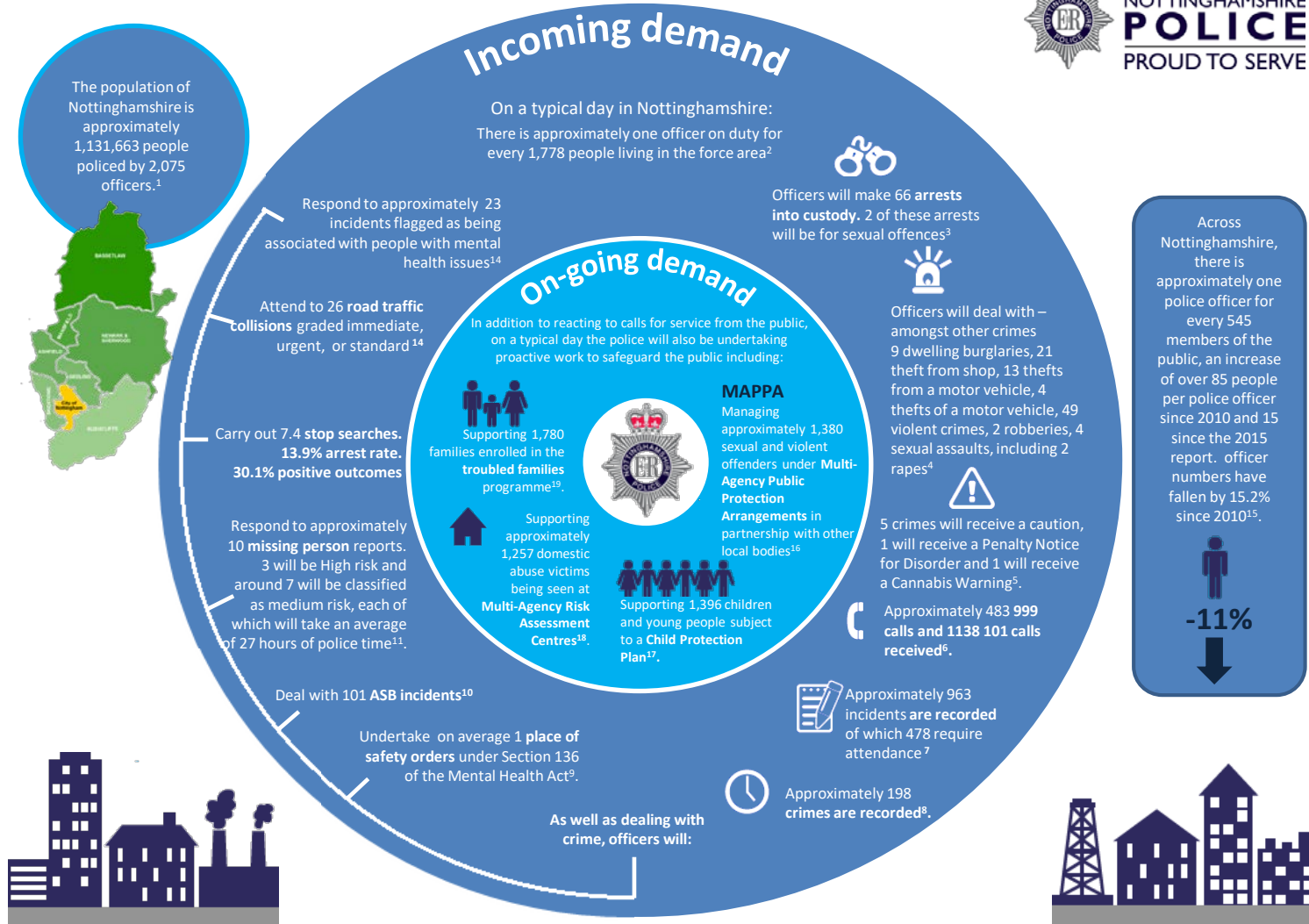
	Year-to-date performance				Target Position			Month-to-date performance			
	2015/16	2014/15	Volume Change	Percentage Change	Current Target	Difference from Target	Percentage Difference from Target	March 2016	March 2015	Volume Change	Percentage Change
Force	72,310	72,420	-110	-0.15%	72,419	-109	-0.15%	6,000	6,148	-148	-2.41%
City Division	30,112	31,551	-1,439	-4.56%	31,550	-1438	-4.56%	2,434	2,563	-129	-5.03%
County Division	42,198	40,869	1,329	3.25%	40,868	1330	3.25%	3,566	3,585	-19	-0.53%
County West	15,421	14,280	1,141	7.99%	14,279	1142	8.00%	1,155	1,285	-130	-10.12%
Ashfield	7,433	6,770	663	9.79%	6,769	664	9.81%	565	611	-46	-7.53%
Mansfield	7,988	7,510	478	6.36%	7,509	479	6.38%	590	674	-84	-12.46%
County East	13,918	13,430	488	3.63%	13,429	489	3.64%	1,233	1,153	80	6.94%
Bassetlaw	7,605	7,528	77	1.02%	7,527	78	1.04%	678	633	45	7.11%
Newark & Sherwood	6,313	5,902	411	6.96%	5,901	412	6.98%	555	520	35	6.73%
County South	12,859	13,159	-300	-2.28%	13,158	-299	-2.27%	1,178	1,147	31	2.70%
Broxtowe	4,783	4,731	52	1.10%	4,730	53	1.12%	442	412	30	7.28%
Gedling	4,537	5,050	-513	-10.16%	5,049	-512	-10.14%	406	431	-25	-5.80%
Rushcliffe	3,539	3,378	161	4.77%	3,377	162	4.80%	330	304	26	8.55%
City Division	30,112	31,551	-1,439	-4.56%	31,550	-1438	-4.56%	2,434	2,563	-129	-5.03%
City Central	8,582	8,810	-228	-2.59%	8,809	-227	-2.58%	692	704	-12	-1.70%
City Centre	6,763	7,162	-399	-5.57%	7,161	-398	-5.56%	593	631	-38	-6.02%
City North	8,368	8,879	-511	-5.76%	8,878	-510	-5.74%	633	705	-72	-10.21%
City South	6,399	6,700	-301	-4.49%	6,699	-300	-4.48%	516	523	-7	-1.34%

APPENDIX C – PARTNERSHIP LOCALITY PROGRAMME

Vision: Winning together – by better working together to improve the safety, health and confidence of individuals in our communities										
Principles	<ul style="list-style-type: none"> • Commitment to local by default • Integrated early intervention / problem solving together • Community and individual empowerment • Shared definition of neighbourhoods • Integrated enforcement linked to problem solving • Information is shared • Pooled budgets / resources (spend on proven evidence base) • Medium to long term commitment 									
Work streams	Leadership and Governance	Needs Assessment to Understand Demand	County wide Approach to Town Centres	Communication	Community Consultation and Engagement	New Ways of Working	Joined up Enforcement	Developing Community Assets	Joined up Problem Solving	Value for Money
Key Work	<ul style="list-style-type: none"> • Outline proposal for new governance and leadership for Town Centre and Neighbourhoods • Leadership development programme • Culture 	<ul style="list-style-type: none"> • Rapid needs assessment for each area • Evidence based • Intelligence picture • National Gathering data benchmarking 	<ul style="list-style-type: none"> • Good practice identified and shared • Common themes issues shared • Shared intelligence • Coordinated approach 24/7 solution rather than day time only 	<ul style="list-style-type: none"> • Communication programme • Supporting project communication plans • Stakeholder and community focused marketing 	<ul style="list-style-type: none"> • Community engagement and consultation plan • Identify gaps in existing engagement and consultation 	<ul style="list-style-type: none"> • Technology and information sharing • Systems thinking • New processes • Key performance measures • Lessons learned • Shared portal 	<ul style="list-style-type: none"> • Working with partners such as Trading Standards • Vulnerable families • Housing • Health • Local Authorities • Education 	<ul style="list-style-type: none"> • Community assets • Building volunteering 	<ul style="list-style-type: none"> • Prevention • Interdependencies with established programmes such as Troubled Families and IOM 	<ul style="list-style-type: none"> • Cost benefit analysis • Efficiency savings
Outcomes	<p style="text-align: center;">Benefits</p> <ul style="list-style-type: none"> • Strong local leadership 	<p style="text-align: center;">Benefits</p> <ul style="list-style-type: none"> • Single locality needs assessment • Understanding demand 	<p style="text-align: center;">Benefits</p> <ul style="list-style-type: none"> • Single operating model • Clear definition and understanding of new ways of working and core service delivery 	<p style="text-align: center;">Benefits</p> <ul style="list-style-type: none"> • Improved communication with communities • Improved trust and confidence 	<p style="text-align: center;">Benefits</p> <ul style="list-style-type: none"> • More engaged communities 	<p style="text-align: center;">Benefits</p> <ul style="list-style-type: none"> • Single point of access • Single response • Single operating model 	<p style="text-align: center;">Benefits</p> <ul style="list-style-type: none"> • Increased productivity (through increased efficiency and effectiveness) 	<p style="text-align: center;">Benefits</p> <ul style="list-style-type: none"> • Lead locality team manager • Increased knowledge of communities 	<p style="text-align: center;">Benefits</p> <ul style="list-style-type: none"> • Joint business planning and review • Integrating programmes of work across services to achieve shared goal 	<p style="text-align: center;">Benefits</p> <ul style="list-style-type: none"> • Measure benefits • Assess the impact of the programme • Compare costs and benefits
Evaluation	<p style="text-align: center;">Outputs</p> <ul style="list-style-type: none"> • Services designed around citizens – Demand and processes are person shaped and not service shaped. • Early intervention – Addressing causes in preference to symptoms. • Joined up problem solving – Highlighting the real rather than perceived problems which require joined up intervention for complex/wicked problems. • Improved relationships – Increase in trust, confidence and satisfaction by service users who are helped to help themselves. • Seamless services – One team approach and resolves the problem for the service user. 					<p style="text-align: center;">Outcomes</p> <ul style="list-style-type: none"> • Healthier communities – Health Specialist to decide. • Community empowerment – Communities engaged and making important decisions on what is sourced locally and holding service providers to account. • Increased trust, confidence, satisfaction – Use of current measures and by survey work. • Reduced demand – Partnership demand that is mapped and bench marked and is seen to be winning together – everyone benefits. • Increase efficiency and effectiveness – A reduction in cost and resourcing. • Reduced threat, harm and risk – To be agreed with partners. 			<p style="text-align: center;">Development</p> <ul style="list-style-type: none"> • Key performance Management Framework • Value for money – cost benefit analysis 	
Cross cutting themes	<p style="text-align: center;">Cross cutting themes</p> <ul style="list-style-type: none"> • Community leadership – CLR led, community focussed, community buy in, solutions and actions. • Programme management – Change that is delivered to a set framework. • Resources to be spent on an approved tactical menu to deliver integrated services – clear commissioning on evidence base (To be moved to Principles) • Integrating programmes of work across services to achieve shared goals – opportunity to link key strategic pieces of work around integrated family services, prevention, offender management, neighbourhood management and partnership plus. • Identifying efficiencies – Shared systems thinking and application to address duplication and waste. 									

APPENDIX D – DEMAND FOR SERVICE

STATEMENTS ABOUT DEMAND ON POLICING



APPENDIX E – 2016-17 BUDGET (£m)

	Total Budget 2016- 17
Payroll	
Police Pay & Allowances	102.0
Police Overtime	3.3
Police Staff Pay & Allowances	49.9
Police Staff - Overtime	0.6
Other Employee Expenses	1.0
	156.8
Other Operating Expenses	
Premises Running Expenses	6.0
Transport	6.5
Equipment, Furniture & Materials Expenses	0.5
Clothing, Uniform & Laundry	0.5
Printing & Stationery	
Comms & Computing	7.8
Miscellaneous Expenses	4.2
Supplies & Services	5.3
Agency & Contract Services	9.7
Pensions	4.0
Capital Financing	5.7
	50.2
Total Expenditure	207.0
Income	
Special Services	(0.3)
Fees, Reports & Charges	(0.3)
Other Income	(4.1)
Other Operating Income	(0.1)
	(4.8)
Efficiencies	(12.0)
Net Use of Reserves	1.0
Total	191.2