

Appendix B

Case Study of Shop Theft

Weekly Performance Monitoring

- 1.1 One of the assurance systems established by the Commissioner after taking office in November 2012 included a requirement that the Chief Constable produce a weekly performance report on crime trends to identify priority crimes and antisocial behaviour across both City and County Divisions and any crime types which were presenting a threat to the overall reduction target. A recent example is included in **Annex 1** to this Appendix.
- 1.2 The Commissioner's Head of Strategy and Assurance reviews this report and provides the Commissioner, his Deputy and the Chief Executive with strategic insight on any emerging threats to performance.
- 1.3 In addition, an environmental scanning report is produced and various verbal updates are provided by NOPCC staff on potential threats and risks including feedback on Force performance and partnership meetings attended to provide the Commissioner with context to any potential performance threat.

Example of an Issue addressed by the Commissioner

- 1.4 This case study has been prepared to illustrate how an issue of concern is identified and followed through in support of the Commissioner's Police and Crime Plan objectives and priorities. This example also shows that the Commissioner not only holds the Chief Constable to account on specific issues but also engages partners and others to address wider issues beyond the enforcement scope of the Chief Constable.
- 1.5 During the first year of office the Citizens Advice Bureau advised the Deputy Commissioner that they had concerns that shop theft would increase following the enactment of The Welfare Reform Act 2012. Subsequently, it was during one of the weekly meetings that shop theft was identified as a risk to performance.
- 1.6 Where a particular issue becomes a concern the force is asked for more detailed analysis and the Commissioner includes it as an agenda item for his weekly meetings with the Chief Constables.
- 1.7 The discussions identified that many persistent shoplifters appeared undeterred by the threat of arrest or prison but further research would be necessary to identify the extent of recidivism of shoplifters. If the current sentences proved to be an ineffective deterrent then unless changes were made it was considered that shop theft would continue to pose a serious risk to the Commissioner's crime reduction agenda albeit recognising that the Threat, Harm and Risk (THR) to people was low.

1.8 During 2013-14 shoplifting increased significantly and this trend was identified to the Commissioner through the above assurance process. At that time it was one of the main volume crime categories having increased over 800 crimes compared to the same period the previous year which equated to an increase of 12.6% (7,228 crimes (year to date as of 18 March 2014).

Research of Persistent Shoplifters

1.9 In April 2014, the Commissioner commissioned Professor Simon Holdaway of Nottingham Trent University to undertake research to understand the extent to which the enforcement action in terms of the arrest, supervision orders, prison sentence, deterred offending (if at all). The key findings included:

- 63 persistent offenders had been arrested, charged and dealt with at Court between 5 and 20 occasions during 2013/14.
- Offenders appeared undeterred by arrest, Court or Prison (a prison sentence was given in 1/3rd of cases typically 14 to 28 days and offenders would offend again almost immediately on release and with greater frequency the more offences they committed.
- 50 of 63 on Integrated Offender Management
- 60 were drug/and or alcohol dependent
- Food (large meat joints and alcohol) were the main items stolen (with an average value of £88 per shop theft incident)
- Offenders were aware of non-confrontational retail store policies would typically steal all they could carry usually from large retail stores
- The Force's Operation Dormouse helped to stem further increases but with limited resources shoplifting offender management are intensive and a lower priority due to low Threat, Risk and Harm.

Retail Crime Event – 16th June 2014

1.10 The research identified that despite police charging 75% of offenders arrested, the low prison sentences given subsequently did not appear to deter persistent shoplifters. The key to reducing shoplifting could not be tackled with enforcement activity alone and therefore the Commissioner held a retail crime event in June 2014 involving police, partners and the private sector (key retailers) to attend for the purpose of better understanding how this problem could be jointly addressed.

Response

1.11 Following the event a County wide Retail Crime Group was established and an action plan was developed and implemented. High profile retailers are members of the group which continues to meet bi-monthly. Police and partners worked with key retailers to make them aware of the problem and helped them design out crime. The non-confrontation policy of some retailers continues to be a problem.

- 1.12 The Commissioner provided £10k toward the Nottinghamshire County Business Crime Partnership (BCP) in support of reducing retail crime which has an objective to significantly drive down the numbers of retail crimes recorded across the County through effective delivery and performance management.
- 1.13 The Commissioner also provided 10 state-of-the-art GPS tracking devices (electronic tags) to trial with the most persistent shoplifting offenders albeit voluntary. It was hoped that the technology could assist in preventing offenders entering key retail premises (e.g. a breach of outer and inner zones around the shops banned from) this will send alerts to all interested parties including the retailers themselves. Issues of human rights currently prevent this intervention being taken forward.
- 1.14 The Commissioner also sits on a national Home Office Retail Crime Steering Group and has fed into this group the lessons learned locally.

Police and Crime Plan – Measures and Objectives

- 1.15 Although, it was recognised that shoplifting would not feature highly with the police threat, risk and harm assessment and prioritisation, in order to promote the profile of shoplifting with both police and partners, the Commissioner including it in his Police and Crime Plan. The Chief Constable is required to implement the plan and achieve whatever performance measures are set.
- 1.16 For example, in his Refreshed Police and Crime Plan (2013-18) the Commissioner set the Chief Constable a strategic objective to:
- *Reduce reoffending and deter the number of persistent and problematic offenders through robust offender management (statutory and non-statutory), in addition to proactively managing dangerous offenders, perpetrators of domestic abuse and **individuals involved in shoplifting.***
- 1.17 In his Refreshed Police and Crime Plan (2014-18) the Commissioner set the Chief Constable a specific target:
- *To significantly reduce levels of serious acquisitive crime, violence with injury and **shop theft.***
- 1.18 In his Refreshed Police and Crime Plan (2015-18) the Commissioner set a strategic objective to:
- *Support IOM (Integrated Offender Management) GPS tagging pilot to reduce re-offending by people **involved in shop theft.***
 - Reduce the recidivism rate for **persistent shoplifters** compared to 2014-15.

Conclusion

- 1.19 Shop theft continues to be a challenge for all the reasons stated in this report.

ANNEX 1 – EXAMPLE OF WEEKLY PERFORMANCE REPORT PROVIDED BY THE CHIEF CONSTABLE TO THE COMMISSIONER

PRIORITY CRIMES AND ASB

| Offence Description | Recorded Crime/ASB | | | | Detected Crime | | | | | |
|-----------------------------|--------------------|--------|--------|----------|----------------|-------|-----------|---------|-------------|--|
| | Earlier | Later | Change | % Change | Earlier | Later | Earlier % | Later % | % pt change | |
| Nottingham City | | | | | | | | | | |
| All Crime | 15,245 | 15,155 | -90 | -0.6% | 4,658 | 4202 | 30.6% | 27.7% | -2.8% | |
| ASB | 9,861 | 9,710 | -151 | -1.5% | - | - | - | - | - | |
| Burglary Dwelling | 1,023 | 686 | -337 | -32.9% | 81 | 85 | 7.9% | 12.4% | +4.5% | |
| Criminal Damage | 1,915 | 1,950 | +35 | +1.8% | 360 | 330 | 18.8% | 16.9% | -1.9% | |
| Robbery | 373 | 279 | -94 | -25.2% | 76 | 58 | 20.4% | 20.8% | +0.4% | |
| Shoplifting | 1,835 | 1,866 | +31 | +1.7% | 1041 | 982 | 56.7% | 52.6% | -4.1% | |
| Vehicle Offences | 1,127 | 995 | -132 | -11.7% | 87 | 83 | 7.7% | 8.3% | +0.6% | |
| Violence Against the Person | 3,367 | 3,775 | +408 | +12.1% | 1332 | 1202 | 39.6% | 31.8% | -7.7% | |
| Violence with injury | 1,986 | 2,119 | +133 | +6.7% | 809 | 720 | 40.7% | 34.0% | -6.8% | |

| Offence Description | Recorded Crime/ASB | | | | Detected Crime | | | | |
|-----------------------------|--------------------|--------|--------|----------|----------------|-------|-----------|---------|-------------|
| | Earlier | Later | Change | % Change | Earlier | Later | Earlier % | Later % | % pt change |
| Nottingham County | | | | | | | | | |
| All Crime | 19,841 | 21,635 | +1,794 | +9.0% | 6,179 | 5748 | 31.1% | 26.6% | -4.6% |
| ASB | 10,932 | 9,816 | -1,116 | -10.2% | - | - | - | - | - |
| Burglary Dwelling | 916 | 841 | -75 | -8.2% | 144 | 123 | 15.7% | 14.6% | -1.1% |
| Criminal Damage | 2,895 | 3,102 | +207 | +7.2% | 602 | 553 | 20.8% | 17.8% | -3.0% |
| Robbery | 153 | 149 | -4 | -2.6% | 53 | 48 | 34.6% | 32.2% | -2.4% |
| Shoplifting | 1,844 | 2,091 | +247 | +13.4% | 1138 | 1133 | 61.7% | 54.2% | -7.5% |
| Vehicle Offences | 2,115 | 2,317 | +202 | +9.6% | 167 | 179 | 7.9% | 7.7% | -0.2% |
| Violence Against the Person | 4,568 | 5,569 | +1,001 | +21.9% | 2100 | 2018 | 46.0% | 36.2% | -9.7% |
| Violence with injury | 2,598 | 3,008 | +410 | +15.8% | 1221 | 1215 | 47.0% | 40.4% | -6.6% |

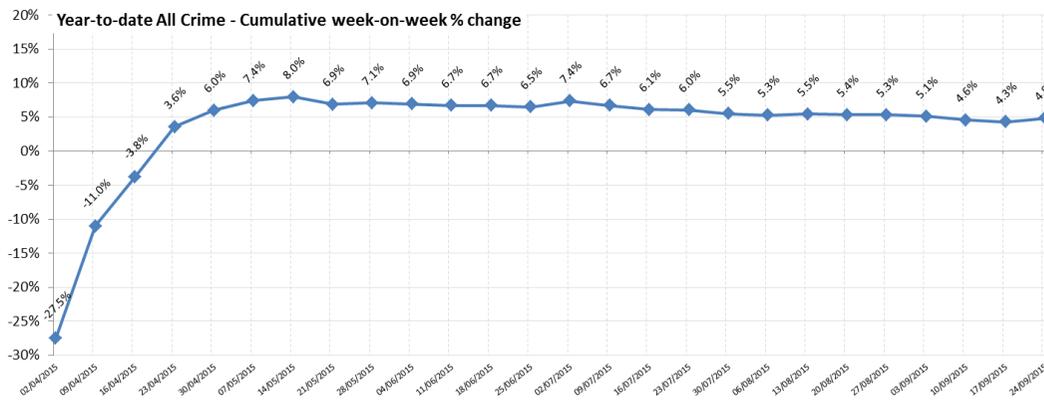
City & County Performance

Year-to-date:
25/09/2015

Headline Figures:

| | City | County | Force |
|----------------------------------|------------|-------------|------------|
| All Crime (Target: Reduction) | -0.6% ↑ | +9.0% ↑ | +4.9% ↑ |
| ASB (Target: Reduction) | -1.5% ↓ | -10.2% ↑ | -6.1% ↓ |

↓ Improvement from last week
↑ Deterioration from last week



NB: Crimes preceding 18/09/2015 are based upon *Validated* data, w/c 18/09/15 is based upon *Unvalidated* data

| Offence Description | Recorded Crime/ASB | | | | Detected Crime | | | | |
|--------------------------------------|--------------------|-------|--------|----------|----------------|-------|-----------|---------|-------------|
| | Earlier | Later | Change | % Change | Earlier | Later | Earlier % | Later % | % pt change |
| Nottingham City | | | | | | | | | |
| Violence against the person | 3,367 | 3,775 | +408 | +12.1% | 1,332 | 1202 | 39.6% | 31.8% | -7.7% |
| Violence without injury | 1378 | 1653 | +275 | +20.0% | 520 | 480 | 37.7% | 29.0% | -8.7% |
| Domestic Violence against the person | 1232 | 1395 | +163 | +13.2% | 462 | 452 | 37.5% | 32.4% | -5.1% |
| Violence with injury | 1986 | 2119 | +133 | +6.7% | 809 | 720 | 40.7% | 34.0% | -6.8% |
| Domestic Violence without injury | 531 | 645 | +114 | +21.5% | 174 | 190 | 32.8% | 29.5% | -3.3% |
| Sexual Offences | 344 | 453 | +109 | +31.7% | 62 | 58 | 18.0% | 12.8% | -5.2% |

| Offence Description | Recorded Crime/ASB | | | | Detected Crime | | | | |
|--------------------------------------|--------------------|--------|--------|----------|----------------|-------|-----------|---------|-------------|
| | Earlier | Later | Change | % Change | Earlier | Later | Earlier % | Later % | % pt change |
| Nottingham County | | | | | | | | | |
| Victim-Based Crime | 17,944 | 19,768 | +1,824 | +10.2% | 4,796 | 4616 | 26.7% | 23.4% | -3.4% |
| All Crime | 19841 | 21635 | +1,794 | +9.0% | 6179 | 5748 | 31.1% | 26.6% | -4.6% |
| Violence against the person | 4568 | 5569 | +1,001 | +21.9% | 2100 | 2018 | 46.0% | 36.2% | -9.7% |
| Violence without injury | 1968 | 2558 | +590 | +30.0% | 877 | 800 | 44.6% | 31.3% | -13.3% |
| Theft | 9734 | 10173 | +439 | +4.5% | 1934 | 1901 | 19.9% | 18.7% | -1.2% |
| Violence with injury | 2598 | 3008 | +410 | +15.8% | 1221 | 1215 | 47.0% | 40.4% | -6.6% |
| Domestic Violence against the person | 1821 | 2090 | +269 | +14.8% | 773 | 711 | 42.4% | 34.0% | -8.4% |
| Shoplifting | 1844 | 2091 | +247 | +13.4% | 1138 | 1133 | 61.7% | 54.2% | -7.5% |
| Domestic Violence without injury | 849 | 1091 | +242 | +28.5% | 350 | 321 | 41.2% | 29.4% | -11.8% |
| Criminal Damage & Arson | 3032 | 3252 | +220 | +7.3% | 615 | 572 | 20.3% | 17.6% | -2.7% |
| Criminal Damage | 2895 | 3102 | +207 | +7.2% | 602 | 553 | 20.8% | 17.8% | -3.0% |
| Vehicle Offences | 2115 | 2317 | +202 | +9.6% | 167 | 179 | 7.9% | 7.7% | -0.2% |
| Sexual Offences | 457 | 625 | +168 | +36.8% | 94 | 77 | 20.6% | 12.3% | -8.2% |
| Other Theft | 2514 | 2628 | +114 | +4.5% | 318 | 296 | 12.6% | 11.3% | -1.4% |

Ranked By Volume (Offences with 100+ increases)

City & County Performance

Year-to-date:
25/09/2015

Headline Figures:

| | City | County |
|---|-----------------|-------------------|
| Theft & Handling | ↓ +0.5% (+12) | ↓ +2.0% (+65) |
| Violent Crime | ↓ +10.4% (+423) | +22.5% (+1,165) |
| Violence Against the Person - with injury | ↓ +6.7% (+133) | ↓ +15.8% (+410) |
| Shoplifting | ↑ +1.7% (+31) | ↓ +13.4% (+247) |
| Violence Against the Person | ↓ +12.1% (+408) | ↓ +21.9% (+1,001) |
| Domestic Violence | ↓ +10.2% (+116) | ↓ +12.8% (+214) |
| Domestic Violence with Injury | ↓ +2.6% (+17) | ↓ +1.9% (+17) |
| Burglary Dwelling | ↑ -32.9% (-337) | ↑ -8.2% (-75) |
| Serious Acquisitive Crime | ↑ -22.5% (-535) | ↑ +2.6% (+76) |

↓ Improvement from last week
↑ Deterioration from last week

Serious Acquisitive Crime Performance:

| Serious Acquisitive Crime | Recorded Crime/ASB | | | | Detected Crime | | | | |
|---------------------------|--------------------|-------|--------|----------|----------------|-------|-----------|---------|-------------|
| | Earlier | Later | Change | % Change | Earlier | Later | Earlier % | Later % | % pt change |
| Nottingham City | 2,523 | 1,960 | -563 | -22.3% | 244 | 226 | 9.7% | 11.5% | +1.9% |
| Nottinghamshire County | 3,184 | 3,307 | +123 | +3.9% | 364 | 350 | 11.4% | 10.6% | -0.8% |