

For Consideration	
Public/Non Public*	Public
Report to:	Audit and Scrutiny Panel
Date of Meeting:	8 May 2019
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Agenda Item:	13

POLICE AND CRIME COMMISSIONER'S UPDATE REPORT TO JANUARY 2019

1. PURPOSE OF THE REPORT

- 1.1 This report presents the Audit and Scrutiny (Panel) with the Police and Crime Commissioner's (Commissioner) update on progress against the Police and Crime Plan (2018-21).
- 1.2 In accordance with section 13 of the Police Reform and Social Responsibility (PR&SR) Act 2011 and subject to certain restrictions, the Commissioner must provide the Panel with any information which the Panel may reasonably require in order to carry out its functions. The Commissioner may also provide the Panel with any other information which he thinks appropriate.
- 1.3 This report provides the Panel with an overview of Police and Crime Plan performance covering the period 1st April 2018 to 31st January 2019 based on the available data. A report covering the full financial year is scheduled to be presented to the Police and Crime Panel in June 2019.

2. RECOMMENDATIONS

- 2.1 The Panel to note the contents of this update report and to consider and discuss the issues highlighted.

3. REASONS FOR RECOMMENDATIONS

- 3.1 To provide the Panel with information so that they can review the steps the Commissioner is taking to ensure effective implementation of his Police and Crime Plan and provide sufficient information to enable the Panel to fulfil its statutory role.

4. Summary of Key Points

POLICING AND CRIME PLAN (2018-21)

Performance Summary

- 4.1 Performance against targets and measures across all four themes is contained in the Performance section of the Commissioner's website^a to January 2019. This report details performance from 1st April 2017 to 31st January 2019 where data is available.
- 4.2 The Commissioner's Police and Crime Plan (2018-21) incorporates 57 performance measures across four themes in addition to a further 12 sub-measures. This report provides an update on performance against a smaller number of headline measures, while also highlighting notable performance exceptions – both positive and negative – that have been observed over the most recent quarter. Exceptions include indicators that have seen a significant divergence from the level or trend expected.

5. Police and Crime Plan Performance Headlines

- 5.1 Performance in relation to 'protecting people from harm' remains relatively strong and improving, with ongoing rises in disclosure of domestic and sexual abuse, improvements in safeguarding assessments, recording and referrals and improvements in proactive street triage and early intervention activity that has helped to reduce mental health related service demand over recent months. HMICRFS's 2018 integrated PEEL Report will be published in April 2019 and will include an independent assessment of progress made in protecting vulnerable people from harm over the previous year. .
- 5.2 Baselines have been established for the cope and recover outcome framework for PCC commissioned victim services in line with new Ministry of Justice reporting requirements. Around 89% of victims leaving these services between April and September 2018 reported improvements in cope and recover outcomes. It should be noted however, that improvement in crime recording and victim disclosure alongside increased pressures on local policing services has led to a steady decline in the percentage of positive outcomes for victim based crimes, including cases of domestic and sexual abuse.
- 5.3 There are clear indications from the police recorded crime profile and Police and Crime Survey that the level and prevalence of victim-based crime has increased over the last year, reflecting trends seen nationally. While police recorded crime data can be skewed by a range of administrative factors, some rises in vehicle crime, robbery and knife crime recorded over the previous year are believed to reflect genuine increases. Partner agencies continue to demonstrate considerable success in reducing risk of reoffending among the cohort engaging with the Integrated Offender Management Scheme.

^a <https://www.nottinghamshire.pcc.police.uk/Public-Information/Performance/>

5.4 Further work has been undertaken during the last quarter to improve understanding of demand as preparations are underway to revise and refresh Nottinghamshire's Force Management Statement for 2019. This has included initial findings from a PCC commissioned 'understanding police demand' research project which has profiled available management statistics and will be consulting relevant officers and practitioners on the implications of their findings over the coming months. Public confidence in the police, as monitored by the Police and Crime Survey, remains relatively stable. £1.1m revenue overspend and £4.0m capital underspend are currently forecasted for 2018/19.

Theme	Measure	Baseline	Current	Trend	Comment
Protecting people from harm	Police Effectiveness: Protecting vulnerable people	Requires Improvement (2017)	Pending: (Apr 2019)	TBC	HMICFRS PEEL Assessment 2017 . Areas for improvement including consistency of response to victims of domestic abuse
	Adult and child safeguarding referrals	4,872 (Jan 2018)	5,369 (Jan 2019)	+10.2%	Ongoing improvements in identification, recording and referral of safeguarding concerns. Additional 500 police safeguarding referrals made over the last year.
	Violent knife crime recorded by police	806 (Jan 2018)	881 (Jan 2019)	+9.3%	Police recorded violent knife crimes increased between April and August 2018, before showing a steady reducing trend. This will be monitored closely throughout 2019.
Helping and supporting victims	Victim Services: Improvement in cope/recover outcomes	89.4% (Sep 2018)	Pending (Apr 2019)	TBC	PCC Commissioned victim services MOJ return. Notable improvement in health and wellbeing (92.9%). 82.6% reported feeling 'better able to cope'.
	Repeat victims of domestic abuse presenting to police	33.2% (Jan 18)	32.7% (Jan 19)	↓ 0.5% pts	Despite a 33% increase in domestic abuse disclosure to police over the last year, repeat victimisation rates remain relatively stable at 32.7%.
	Positive outcome rate for serious sexual offences	11.6% (Jan 18)	8.9% (Jan 19)	↓ 0.5% pts	Positive outcomes rates for serious sexual offences have declined steadily following increases in disclosure over recent years. Volume of positive outcomes remains stable.
Tackling Crime and ASB	Police Effectiveness: Preventing / tackling crime and ASB	Good (2017)	Pending: (Apr 2019)	TBC	HMICFRS PEEL Assessment 2017 recognised need to minimise neighbourhood policing abstractions and improve resource-modelling and understanding of demand
	% residents experiencing crime in last 12 months	17.3% (Jun 2018)	19.4% (Dec 2018)	↑ 2.1% pts	Police & Crime Survey: Robust data available from Jun 2018. Nottingham City saw the most notable rise during this period (+4% pts) while Mansfield & Ashfield saw a 1.1% pt reduction
	Integrated Offender Management – reduction in reoffending risk	-78.4% (Jun 2018)	-76.8% (Jan 2018)	-1.6% pts	77% reduction in reoffending among the 187 (40% of cohort) removed from the scheme since Jan 2016. IOM continues to be adapted to take account of changing risk profile
Transformation and quality policing	Police efficiency: Reducing crime and keeping people safe	Requires Improvement (2017)	Pending: (Apr 2019)	TBC	HMICFRS PEEL Assessment 2017 . Areas for improvement include risk-led planning, workforce development and leadership in meeting current and future demand.
	% residents feeling the police 'do a good job'	45.6% (Jun 2018)	46.0% (Dec 2018)	↑ 0.4% pt	Police & Crime Survey: No significant change since June 2018. Positive perceptions remain strongest in the city (53%) and lowest in BNS (39%).
	Achieving a balanced budget: Budget vs Spend	+£1.0m rev -£3.0m cap (Nov 2018)	+£1.1m rev -£4.0m cap (Jan 2019)	+£0.1m -£1.0m	Currently forecasting a revenue overspend of £1.1m largely caused by delays in MFSS move to cloud based model and officer pay mix. Forecast capital underspend of £3.98m

6. Police and Crime Plan Performance – Positive Exception Reporting

6.1 A number of Police and Crime Plan indicators have shown significant improvement over the last 12 months. These include

Theme	Measures	Current
Protecting from harm	Adult and child safeguarding referrals	+10.2%
Supporting victims	Domestic abuse crimes	+33.5%
Tackling crime and ASB	Drug trafficking and supply offences	+11.6%
	People killed or seriously injured on the roads	-40.7%
Quality Policing	Compliance with crime recording standards	+5% pts

6.2 Increases in recorded **adult and child safeguarding referrals** have continued throughout 2018/19 following peaks in November 2018 and January 2019, with the force recording around 41 additional referrals per month compared to 2017/18. Improvements in assessment, identification and recording of safeguarding risk are providing the force and partner agencies with a greater degree of confidence that appropriate safeguarding actions are being taken to reduce risk of harm.

6.3 The force continues to record an increasing number of **domestic abuse crimes**, having risen by 33.5% over the last year to around 13,770. While rising levels of disclosure and identification are regarded as a positive outcome, it should be noted that this increase continues to place pressure on local MARAC and victim support services. Positively, police recorded repeat victimisation for domestic abuse (32.7%) and survivor satisfaction with their experience of the police (90%) have remained relatively stable over the previous year.

6.4 Recorded **drug trafficking and supply offences** have seen an 11.6% increase over the previous 12 months which generally reflect levels of police proactivity in this area. While recorded offences have remained relatively stable in the longer term, Nottinghamshire Police continue to record a higher level of drug trafficking and supply offences than the national average. The PCC's Police and Crime Survey shows that around 48.6% of residents would like to see the police and other agencies do more to tackle drug use and dealing in their area – a figure which has increased marginally (from 44.7%) over the last year. Concern remains markedly higher in the Mansfield and Ashfield area (62.1%).

6.5 The number of adults (-37%) and children (-70%) **killed or seriously injured on Nottinghamshire's roads** has fallen significantly since the 2005-2009 baseline average, with performance on track to achieve a 40% reduction against the baseline by 2020. There were 53 fewer KSI casualties in January to September 2018 compared to the same period in 2017, with reductions evident across all user groups with the exception of pedal cyclists (+11.5%).

6.6 Notable improvements in compliance (up from 88% to 93%) with and timeliness of **crime recording standards** have been seen over recent months as new First Contact and Early Resolution arrangements within Contact Management are embedded. A new method for monitoring indicative compliance with the National

Crime Recording Standard (NCRS) is set to enable better identification of areas for improvement. The force is working hard to embed changes in recording practices which require an additional ‘course of conduct’ offence to be recorded alongside the most serious victim based crime. This administrative change in recording practices does not affect the tailored service victims receive as a result.

7. Police and Crime Plan Performance – Negative Exception Reporting

7.1 A number of Police and Crime Plan indicators have shown notable deterioration in performance over the previous 12 months. These include

Theme	Measures	Jan 2019
Tackling crime and ASB	Victim-based crime	+8.8%
	Fraud offences	+31.3%
Supporting victims	Positive outcome rate for victim-based crime	-2.3% pts
	Positive outcome rate for serious sexual offences	-2.7% pts
Quality policing	Urgent (Grade 2) response times	-4.7%

7.2 Levels of **victim-based crime** recorded by the police (+8.8%) and PCC’s Police and Crime Survey (+2.1% pts) have increased over the previous 12 months, some of which is believed to reflect a genuine increase – particularly in the more urban areas (+8.2%), online offending (+46.8%) and among the offences of vehicle crime (+2%), robbery (21%) and knife crime (+9%). While this reflects national trends, it is positive to note that Nottinghamshire maintains a lower rate of burglary and violence against the person that the average for police forces nationally. Partner agencies continue to demonstrate success in reducing risk of reoffending among the cohort engaging with the Integrated Offender Management Scheme, and in the proactive identification of possession of weapon offences (+7.7%), driven in part by increases in the targeted use of stop and search activity (+24.7%).

7.3 **Fraud offences** recorded by the police and Action Fraud have increased by around 31.3% over the previous 12 months. As self-reported experience of online fraud captured via the PCC’s Police and Crime Survey has also increased from 7.8% to 12.6% since March 2018, this is likely to in part reflect a genuine increase in victimisation rates. Managing this increasing demand remains a significant challenge to the police, with investigations often being complex and time consuming. Analysis has revealed that around three quarters of fraud offences recorded in Nottinghamshire are filed with no suspect being identified. Partnership-led education and awareness raising activity plays a critical role in reducing risk of victimisation and the impact of these crimes on vulnerable people.

7.4 **Positive outcome rates for victim-based crimes** have seen a steady (-2.3% pt) reduction over the previous year, falling from 14.4% to 12.1%. This correlates with improvements in compliance with crime recording standards and increases in the number of offences where the victim does not support further action. Consequently, the number of crimes filed as ‘unresolved’ despite a named suspect being identified is increasing.

- 7.5 **Positive outcomes rates for serious sexual offences** have reduced steadily over the previous year, from 11.6% to 8.9%. This has been affected by a 16.6% increase in reported serious sexual offences during the year, with reports reaching a peak in July 2018. Third party reports from partner agencies comprised a significant element of the increase in recorded sexual offences, with many victims not supporting further police action. It should also be noted that while the proportion of serious sexual offences resulting in a positive outcome has declined, the absolute number of positive outcomes has remained relatively stable.
- 7.6 Police **attendance for 'urgent' (grade 2) incidents** have seen a steady (-4.7% point) deterioration over the previous 12 months, falling from 55.9% attendance within the advised 1 hour attendance time to 51.2%. The mean average time taken to attend Grade 2 incidents is around 345 minutes, however this figure is skewed by a small number of significant outliers, including instances where the victim requests attendance at a later date. The median average attendance time is 51 minutes and provides a more representative indicator of the length of time for officers to arrive on scene in the majority of Grade 2 incidents. Between 74% and 78% of immediate (Grade 1) incidents are attended within the target time for urban (15 minute) and rural (20 minutes) areas.
- 7.7 It should also be noted that levels of identified 'hidden harm' have plateaued in a number of low volume but high harm crime areas over recent months, including **Child Sexual Exploitation** and **Modern Slavery**. This indicates opportunities for further proactive work to identify and safeguard potential victims and tackle high harm offending in these areas.

Holding the Chief Constable to Account

- 7.8 The Commissioner is represented at the key Thematic, Partnership and Force Local Performance board meetings in order to obtain assurance that the Force and Partners are aware of the current performance threats, and are taking appropriate action to address the emerging challenges. Should there be any issues of concern these are relayed to the Commissioner who holds the Chief Constable to account on a weekly basis.
- 7.9 In addition, the Commissioner meets quarterly with the Head of Investigations and Intelligence and Head of Operations to gain a deeper understanding of threats, harm and risk to performance.
- 7.10 Panel Members have requested the presentation of a case study for each meeting. Previous case studies have included:
1. Shoplifting
 2. The Victims Code
 3. Improving BME Policing Experiences
 4. Hate Crime
 5. Knife Crime
 6. Stop and Search
 7. Rural Crime
 8. The new victim services CARE
 9. Evaluation of Community Remedy

10. ECINS database
11. Data Integrity and Compliance with NCRS
12. Prosecution File Quality Improvements
13. Knife Crime
14. Police and Crime Survey
15. OPCC's Sexual Violence Engagement Manager

7.11 For this meeting, a further case study has been prepared in respect of (16) progress report of the PCC commissioned Nottinghamshire Victim CARE Service (see **Appendix A**).

Estates Update

7.12 This section provides a list of Nottinghamshire police stations sold since 2016 alongside details of their proposed future use and capital receipts from completed sales.

Police Station Sites Sold Since 1 April 2016

POLICE STATION SITE	COMPLETION OF SALE	PROPOSED FUTURE USE
Central , Nottingham	9 June, 2016	Mixed re- development – principally residential
Meadows	31 July, 2016	Residential
Sneinton	19 October, 2016	Library and Police Station
Canning Circus, Nottingham	22 December, 2016	Offices
Retford	28 April, 2017	Hotel
Arnold	31 August, 2017	Petrol Station
Carlton	12 June, 2018	Residential and offices
Eastwood	25 September, 2018	Funeral directors
Cotgrave	6 December, 2018	Public open space - town centre redevelopment
Mansfield Woodhouse	16 January, 2019	Offices

Total capital receipt from above completed sales = £5,128,400

Contracts Exchanged subject to planning

POLICE STATION SITE	STATUS	PROPOSED FUTURE USE
Bingham	Application submitted	Care home
Sutton in Ashfield	Permission received	Residential
Hilltop House site, Eastwood	Application submitted	Residential

Total capital receipt to be received on completion of above = £2,104,000

Activities of the Commissioner

7.13 The Commissioner continues to take steps to obtain assurances that the Chief Constable has not only identified the key threats to performance but more importantly that swift remedial and appropriate action is being taken to tackle the problems especially in the Priority Plus Areas in the County and High Impact Wards in the City. Key activities are reported on the Commissioner's web site.^b

DECISIONS

7.14 The Commissioner has the sole legal authority to make a decision as the result of a discussion or based on information provided to him by the public, partner organisations, Members of staff from the Nottinghamshire Office of the Police and Crime Commissioner (NOPCC) or Chief Constable. The Commissioner's web site provides details of all significant public interest decisions.^c

7.15 A list of all forthcoming decisions (Forward Plan) rather than those already made. This Forward Plan of Key Decisions for the OPCC and the Force has been updated and is contained in **Appendix B**.

7.16 The Police and Crime Delivery framework (**Appendix D**) has been revised and updated for 2019/20 informed by findings from the 2018 Police and Crime Needs Assessment and consultation with key partners and stakeholders. Panel members are invited to note the following newly added objectives to the delivery plan:-

- Commission an independent review of modern slavery support pathways and explore opportunities for a more co-ordinated regional approach
- Provide funding to embed the Knife Crime Strategy and delivery plan as a multi-agency approach to identifying and managing risk across the area
- Work with independent external partners to further improve the understanding and management of policing demand
- Embed Schools and Early Intervention Officers to improve engagement and early intervention among young people at risk of harm, crime or exclusion
- Strengthen the response to stalking and harassment via multi-agency stalking clinics and targeted support for victims of non-domestic stalking
- Invest in further provision to safeguard victims of Honour Based Abuse, including application of forced marriage protection orders
- Consider a pilot of the alcohol monitoring system ('alcohol' monitoring tags) to combat domestic violence
- Co-commission new substance misuse services and develop a substance misuse pathway for people attending voluntary attendance appointments
- Implement and embed a new offender out of court disposals framework to improve rehabilitative outcomes and engagement with treatment services

^b <http://www.nottinghamshire.pcc.police.uk/News-and-Events/Latest-News.aspx>

^c <http://www.nottinghamshire.pcc.police.uk/Public-Information/Decisions/Decisions.aspx>

- Work with CCGs and other partners to enhance support for adults who were sexually abused in childhood and respond to recommendations of IICSA
- Embed the National Enabling Programmes and Digital Policing Strategy 2025 to modernise the management and delivery of IT services
- Embed College of Policing neighbourhood policing guidelines and new policing model across the area to ensure continued quality of service

8. Financial Implications and Budget Provision

- 8.1 The Commissioner holds the Chief Constable to account formally at his Strategic Resources and Performance meetings (SSRP). At this meeting the Chief Constable submits a number of financial reports for scrutiny.
- 8.2 At the 7th March 2019 SSRP meeting the Force submitted its Finance Revenue Budget Outturn for 2018-19 as at 31st December 2018 to the Commissioner.
- 8.3 The full year net revenue budget for 2018-19 is £193,100k. This is split the Force Budget £188,209k and the Office of the Police and Crime Commissioner (OPCC) £4,891k.
- 8.4 During December, the Finance department in conjunction with the organisation has continued to review the year end position. At the end of December the projected year end outturn is £194.152k which is an increase of £36k from November.

Entity	Budget £'000	Forecast Outturn £'000	Variance to Budget £'000
Force	188,209	189,260	1,052
OPCC	4,891	4,891	-
	193,100	194,152	1,052

- 8.5 The table above identifies an estimated overspend of £1,052k which is predominately being driven by collaboration contributions, Police officer and staff pay costs, overtime' other employee costs and other supplies & services. These have been partly offset by payroll savings from PCSO pay costs, comms and computing, forensics & investigative costs, capital financing and additional income.
- 8.6 **Appendix C** The Out-turn Report is elsewhere on the agenda and this will detail the revenue out-turn position.

9. Human Resources Implications

- 9.1 None - this is an information report.

10. Equality Implications

10.1 None

11. Risk Management

11.1 Risks to performance are identified in the main body of the report together with information on how risks are being mitigated.

12. Policy Implications and links to the Police and Crime Plan Priorities

12.1 This report provides Members with an update on performance in respect of the Police and Crime Plan.

13. Changes in Legislation or other Legal Considerations

13.1 The Commissioner publishes a horizon scanning document^d every two weeks and can be downloaded from his website. The horizon scanning undertaken involves reviewing information from a range of sources, including emerging legislation, government publications, audits and inspections, consultation opportunities and key statistics and research findings, in order to inform strategic planning and decision making locally.

14. Details of outcome of consultation

14.1 The Chief Constable has been sent a copy of this report.

15. Appendices

- A. Case Study – the Nottinghamshire Victim Care Service
- B. Forward Plan of Key Decisions for the OPCC and the Force
- C. Withdrawn
- D. Police and Crime Delivery Plan 2019/20

16. Background Papers (relevant for Police and Crime Panel Only)

- [Police and Crime Plan 2016-2018 \(published\)](#)

For any enquiries about this report please contact:

^d <http://www.nottinghamshire.pcc.police.uk/Public-Information/Horizon-Scanning/Horizon-Scanning.aspx>

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APPENDIX A

Case Study – Progress Report of the Nottinghamshire Victim CARE Service

Katherine Cant – Nottinghamshire Victim CARE

Summary

Victim CARE opened as a new service for victims of crime in Nottinghamshire in January 2017, commissioned by the OPCC and delivered by Catch22. The service was commissioned to provide support for victims of all ages for all crime apart from Domestic and Sexual Violence. The team also included provision for victim initiated Restorative Justice Interventions. From January 2017 to December 2018 the service received 16,707 referrals – the majority of which come from Nottinghamshire Police, referring a victim soon after the crime is reported.

The number of self-referrals to the service has steadily increased over the previous two years to around 449 as outreach across the county has improved. It is anticipated that self-referral rates will increase further in 2019 as a new website is launched, enabling the victim care services to be further publicised.

Support

Out of all referrals, support has been provided to 7,803 victims, with longer-term intensive support being undertaken with 2,566. Between January 2017 and December 2018, the service has undertaken:-

- 1,614 Instances of advocacy
- 5,148 Phone support calls
- 7,613 Emotional support sessions
- 175 Community visits
- 925 Target Hardening items
- 747 Home visits
- 1,222 instances of Information and Advice
- Supported 51 Criminal Injuries Compensation Authority (CICA) applications

Restorative Justice

The service has also received 497 referrals to their Restorative Justice (RJ) team during this period, of which 10 interventions have been delivered comprising 5 face to face conferences and 5 letters written. A further 31 cases were closed following a 'restorative conversation' – where the victim was interested in RJ but the intervention was not possible. A further 127 cases had to be closed due to the victim withdrawing from the process either directly, or through non-engagement, while a further 77 cases were closed due to a lack of information on the Offender.

In order to address lower than expected uptake for RJ interventions, the service has:-

- Worked more closely the Witness Care Unit (WCU) and as of October 2018, embedded a member of staff within the unit for 2 days a week to process more appropriate referrals

- Implemented a similar process with the local Youth Justice Service (YJS) in the city
- Developed an RJ engagement plan to link RJ with Community Points and community outreach
- Attended training sessions with the Police Prison Handling team in the city to increase direct Police RJ referrals
- Developed an app for all Police mobile devices with information on the Victim CARE service and how to refer.

As of January 2019, a further 7 RJ cases are being prepared for an intervention indicating that improvements in RJ outcomes are likely to be evidenced in 2019.

Outcomes

Since introducing a Victim Self-Assessment, to measure the new Ministry of Justice (MoJ) outcomes for victims, in April 2018, the service has reported in each successive quarter improvements in victim outcomes among over 95% of victims leaving the service. This includes improvements across health and wellbeing; ability to cope; increased feelings of safety, and better informed and empowered.

Similarly, from April 2017 to December 2018 out of all closed cases surveyed, 98% were completely satisfied with the service received; 97% would use the service again, and 98% would recommend the service to a friend.

Community Points

A significant element of the new service model involves work to develop the Community Point programme. This was intended to extend support for victims who might be 'hidden' from existing outreach, or find it difficult to access support through traditional routes, for example the Police or other statutory organisations. The Community Points are local organisations that have signed up to work with Victim CARE to support victims that they may come across in their own communities through the work they already do day to day. To date, Victim CARE has engaged with over 100 community organisations to expand their reach and develop the programme.

Establishing this project has been challenging, and taken longer than anticipated, however as of January 2019, the service has 29 Community Points established across Nottinghamshire (including 60 county libraries), with at least one point in every borough or district, city and county. The full list of current community points is shown below.

Victim CARE held their inaugural Community Point event in December 2018, attended by the Police and Crime Commissioner, which brought together many of our Community Points to discuss how the programme can be developed and to hear about funding opportunities the service is opening up for the Community Points.

The service continues to receive regular referrals from the Community Points, most notably RedThread – a youth violence intervention programme which has provided positive feedback on the partnership –

'You have been outstanding with your support to young people who have achieved some fantastic outcomes since working with our services. Furthermore you have helped us settle in as a new service and provided us with advice and support when needed. It has really been so refreshing as a new service not to face any hostility but to be greeted with thanks and support and it makes our team 100% confident in referring into your service knowing young people are not going to be let down.'

RedThread Project Manager

Victim Care Community Points as at January 2019

NOTTINGHAM	COUNTY WIDE	MANSFIELD	BROXTOWE
Emmanuel House Bulwell Healthy Living Centre Community Protection Nottingham City Homes Improving Lives University of Nottingham Notts Deaf Society The Vine Community Centre Nottingham Women's Centre	Inspire Libraries Nottingham Mencap RedThread	Portland College Mansfield Woodhouse Community Dev Group West Notts College	Middle Street Resource Centre Broxtowe Citizens Advice Bureau
	BASSETLAW	NEWARK & SHERWOOD	RUSHCLIFFE
	Centre Place Bassetlaw MIND Working Win	Newark & Sherwood Homes Newark and Sherwood Citizen's Advice Bureau Newark and Sherwood District Council	Rushcliffe Council Community Safety Rushcliffe Council Contact Points Bridges Community Trust
	GEDLING	ASHFIELD	
	The Ark	Our Centre Ashfield Citizens Advice B	



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Decisions of Significant Public Interest: Forward Plan

February 2019

1.0 Business cases						
Ref	Date	Subject	Summary of Decision	Cost (£) <i>Where available</i>	Contact Officer	Report of OPCC / Force
None to report with the exception of those noted under 2.0 Contracts and 3.0 Estates, ICT and Asset Strategic Planning						

2.0 Contracts (above £250k)						
Ref	Date	Subject	Summary of Decision	Cost (£) <i>Where available</i>	Contact Officer	Report of OPCC / Force
2.1	March 2019	Hucknall EMAS Works	Building Contractors	£515,000	Ronnie Adams EMSCU	Force
2.2	TBC	Water Services	Contract for Water Services	>£250k	Ronnie Adams EMSCU	Force
2.3	March 2019	Appropriate Adult Service	Award of contractor following procurement	>£250k	Ronnie Adams EMSCU	Force
2.4	March 2019	Sexual violence counselling support	Procurement of sexual violence counselling and other therapeutic support for victims and survivors	£400k	Ronnie Adams EMSCU	OPCC
2.5	March 2019	Gates, Barriers and Doors replacement and maintenance	Procurement of contractor and award of contract	>£250k	Ronnie Adams EMSCU	Force
2.6	March 2019	Telephony Licensing	Award of contract	Potentially over £250k	Ronnie Adams EMSCU	Force
2.7	March 2019	Persistent Network Connection	Procurement and award of contract	>£250k	Ronnie Adams EMSCU	Force
2.8	February 2019	Travel - Rail	Award of contractor	>£250k	Ronnie Adams EMSCU	Force



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2.9	March 2019	Building Condition Contractor Phase 1+2	Procurement and award of contract	>£250k	Ronnie Adams EMSCU	Force
2.10	March 2019	Driver Awareness	Award of contractor	>£250	Ronnie Adams EMSCU	Force
2.11	TBC	Building Condition Contracting Phase 3+4	Procurement and award of contract	>£250	Ronnie Adams EMSCU	Force
2.12	March 2019	Airwave Extension	Extension of contract	>£250	Ronnie Adams EMSCU	Force

3.0 Estates, ICT and Asset Strategic Planning						
Ref	Date	Subject	Summary of Decision	Cost (£) <i>Where available</i>	Contact Officer	Report of OPCC / Force
3.1	TBC	Ollerton Police Station	Proposal to dispose of surplus former Police Houses on the Ollerton Police Station site.	The proposal will result in a capital receipt.	Tim Wendels, Estates and Facilities	Force
3.2	TBC	Replacement SARC	Proposal to replace the existing adult SARC with new, more suitable premises	Interim Business Case in course of preparation	T/DCI Clare Dean and Tim Wendels, Estates and Facilities	Force/OPCC
3.3	March 2019	Replacement accommodation for City IOM team	Proposal for the City IOM team to move to more suitable, smaller, lower cost premises.	Business Case in course of preparation.	DCI Liz Rogers and Tim Wendels, Estates and Facilities	Force/OPCC



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4.0 Workforce Plan and Recruitment Strategies						
Ref	Date	Subject	Summary of Decision	Cost (£) <i>Where available</i>	Contact Officer	Report of OPCC / Force
None to report.						

5.0 Strategic Issues including Finance						
Ref	Date	Subject	Summary of Decision	Cost (£) <i>Where available</i>	Contact Officer	Report of OPCC / Force
None to report.						

6.0 Other OPCC Commissioning						
Ref	Date	Subject	Summary of Decision	Cost (£) <i>Where available</i>	Contact Officer	Report of OPCC / Force
6.1	January 2019	Support for victims of non domestic stalking	What and how to pilot support	£90k	Nicola Wade	OPCC
6.2	January 2019	Investment into Community Safety partnerships	Funding for community safety partnerships	£1.4m	Kevin Dennis OPCC	OPCC
6.3	March 2019	Community Safety Fund	Award of grants to Community Safety Fund small grant scheme	£250k	Nicola Wade OPCC	OPCC
6.4	November 2018	County criminal justice substance misuse support	Re co-commissioning of substance misuse support services in the county (County Council is the lead commissioner)	£1.4m	Nicola Wade	OPCC
6.5	January 2019	City criminal justice substance misuse support	Re co-commissioning of substance misuse support services in the city (City Council is the lead commissioner)	£900k	Nicola Wade	OPCC
6.6	March – September 2019	County domestic abuse support	Re co-commissioning of domestic abuse support services in the county (County Council is the lead commissioner)	£1.4m	Nicola Wade	OPCC



Nottinghamshire

POLICE & CRIME COMMISSIONER

APPENDIX A



POLICE AND CRIME DELIVERY PLAN (2018-21)

Working with you for a safer Nottingham and Nottinghamshire

COMMISSIONER'S STRATEGIC THEME 2 UPDATE - QRT 3 UPDATE (Feb 2019)

Final

STATUS KEY and Results: The overall rating is therefore very good

Green	Achieved or Adequate Progress being Made
Number & %	14/14 (100%)

Amber	Started but Inadequate Progress or Risk that it won't be achieved
Number & %	0/14 (0%)

Red	Unachieved or strong likely that it won't be achieved
Number & %	0/14 (0%)

White (NS)	Not Started but Planned to take place during later Qrt
Number & %	0/14 (0%)

THEME 2: HELPING AND SUPPORTING VICTIMS

No	Organisation	SPECIFIC DELIVERABLES OF COMMISSIONER, CHIEF CONSTABLE AND PARTNERS	RAG Status
1	NOPCC	Develop a dedicated website for victims on where to go to access support	G
<p>Update 14.02.2019: In September 2018 a Request for Proposals was issued to six specific organisations with previous known experience of designing, developing and hosting similar websites. Unfortunately this resulted in no bids and feedback from this was that cost was the main barrier. As a result, in October 2018 a Request for Information was sent out to the market, via EMSCU (East Midlands Strategic Commercial Unit), asking for advice around more realistic costings for this piece of work. 13 responses were received and the PCC utilised these responses to revise the website specification and costings. In December 2018 the PCC published the revised tender for the design, development, hosting and support of the Nottinghamshire Victim CARE website. Following a robust procurement process the PCC has awarded the contract to PDMS. The contract began in January 2019 and it is envisaged that the new website will go live by the end of April 2019.</p>			

2	FORCE	Continue to support both City and County MASH to identify top repeat victims for partnership interventions	G
<p>Update 19.2.19: There are well established governance structures and processes in place. There are two MASH (Multi-Agency Safeguarding Hub) with Nottinghamshire. The County MASH is based at Annesley and the City MASH at Loxley House. Both have multi-agency working and information sharing well embedded.</p> <p>There is a very mature arrangement between the Police and Partners across the City and County of Nottinghamshire that is delivering increased awareness and understanding of CSE (Child Sexual Exploitation) which has culminated in a multi- agency Nottinghamshire CSE profile.</p> <p>A few examples of the type of work that is happening is:</p> <ul style="list-style-type: none"> • CSE strategy meetings: these involve social care, the Police the CSE Coordinator, Health, Education and any other involved professional. Parents and young people are encouraged to attend these meetings, or at least part of them. • The Multi-Agency Sexual Exploitation Panel (MASE) is a multi-agency forum chaired by the Director of Children's Integrated Services. The MASE provides a quality assurance function for work undertaken in relation individual young people and correlates information to identify risks associated with possible perpetrators and locations of concern • Concerns Network Meeting: The concerns network meeting is chaired by police and the NSPCC (National Society for the Prevention of Cruelty to Children). It is a bi-monthly multi agency meeting where pieces of 'soft' intelligence are shared to gain a bigger picture of CSE across Nottingham City ultimately to disrupt CSE activity. <p>At a strategic level both the City and County have a CSE Coordinator Post. This post is essential in the operation of the MASE. The CSE Coordinator also manages the small team based in the City Council that lead on return interviews for young people reported as missing. Analysis of Return Interview's has allowed the Force to identify vulnerable young people who otherwise would not have been visible within the system and make connections between young people, locations and possible perpetrators. The Coordinator also leads multi-agency work in relation to children who sexually harm as we know this provides another lens through which it is possible to identify possible sexual exploitation.</p> <p>Nottingham City Safeguarding Children Board has a specific sub-group that focuses on sexual exploitation. The Child Sexual Exploitation Cross Authority Group is a joint group with Nottinghamshire Safeguarding Children Board. The group leads on the development of multi-agency policy and practice.</p>			
3	NOPCC	Continue to improve the partnership response to support victims, preventing hate crime and raising public awareness	G
<p>Update - 19.04.2018: The Force will continue to have a Hate Crime Lead who will work with Partners to deliver a response to hate crime in the City and County. Nottingham City Council continues to resource a Hate Crime Project Officer and during 2017/18 the Council has re-recruited to this post indicating an on-going commitment to invest in their hate crime resource.</p> <p>The Force is currently awaiting outcomes of the findings from the Nottingham Citizen's Hate Crime Commission research, which is expected in May 2018 and will respond in due course.</p>			
4	NOPCC	Continue to invest in outcomes focussed domestic abuse services for victims and survivors	G
<p>Update 24.2.19: The PCC has maintained his investment into outcomes focussed domestic abuse support services. This includes maintaining funding for the two new MARAC IDVA posts which he agreed in 2017-8.</p> <p>The PCC has also agreed to co-commission a new domestic abuse support contract in the city (awarded to WAIS following an open tender process in 2018) and is working with the County Council to do the same.</p>			

The PCC's co-commissioned domestic abuse support services continue to deliver outcomes focussed support for victims and survivors. In December 2017, to improve the response to high risk victims and survivors in the city, the PCC agreed new additional funding for MARAC (Multi-Agency Risk Assessment Conference) Independent Domestic Violence Advisors (IDVAs).

5	NOPCC	Invest in and co-commission a new ISVA and CHISVA support service for victims and survivors of sexual abuse	G
<p>Update 24.2.19: The PCC commissioned new Independent Sexual Violence Adviser ISVA and CHISVA (Children & Young People's Independent Sexual Violence Advisor) services in early 2018 and the services began in July 2018. The services are delivered by Notts SVS Services and Imara. Between July and December 2018 the services helped almost 600 victims and survivors to cope and recover.</p> <p>The PCC published a tender for (ISVA) and CHISVA children's ISVA in December 2017. Following a robust procurement process, where victims and survivors were actively involved in assessing bids, the PCC has awarded contracts to NSVSS (Nottinghamshire Sexual Violence Support Services) (ISVA) and Imara (CHISVA). The services are mobilising and will begin on 1 July 2018.</p>			

6	NOPCC	Work with health partners to drive forward improvements to therapeutic support for sexual violence victims and survivors	G
<p>Update 24.2.19: The PCC has continued to drive forward work with the clinical commissioning groups (CCG) to improve the therapeutic support available. This has resulted in a new specialist Sexual Violence pathway through mainstream mental health services in mid Notts, and a pilot in Greater Notts. It has also safeguarded the specialist SV service in the city for 2019-0.</p> <p>The PCC's office is continuing to work closely with CCGs to embed further improvements. A task and finish group has been set up which will take the work forward. The PCC's office is working with survivors to ensure that the end result is fit for purpose.</p> <p>Following discussions between the PCC and clinical commissioning group (CCG) Chief Officers, the OPCC has been supporting a sexual violence commissioners' task and finish group, which is chaired by mid Notts CCG. The group has agreed to develop a specialist therapeutic support pathway for victims and survivors in the county.</p>			

7	NOPCC	Work with partners to invest in new facilities for the adult Sexual Assault Referral Centre (SARC)	G
<p>Update 26.2.19: New SARC Steering Group continues to meet on a regular basis. A list of new build sites and refurbishment options are under active consideration. Public Health England has commissioned a clinical review of the existing facility. The results of this review are expected at the end of March 2019. Survivors/victims of sexual abuse are actively involved in shaping options and design ideas. A feasibility study will be commissioned in April 2019 to investigate the main options.</p> <p>The current SARC building (Topaz Centre) is not fit for purpose. Work has begun and negotiations are in hand for a new facility to be located adjacent to the paediatric SARC at the Queen's Medical Centre (QMC) Nottingham. A joint estates board has been set up this project forward and it is expected that an outline business case be signed off over the next two months. Work is underway to involve victims and survivors in the design, look and feel for the new facility. It is the ambition for the new SARC facility to be open by 1st April 2019.</p>			

8	NOPCC	Further embed the new Victim CARE model and expand the number of local community points to improve access to services	G
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Update 24.2.19: The Victim CARE service now has 20 registered community points, with another 14 applications in the pipeline. Victim CARE facilitated an event with the community points in late 2018 and is currently in the process of awarding small grants to them. So far there have been a small number of referrals. However, the referrals are from individuals such as knife crime victims who might otherwise not have taken up support. Referrals are expected to grow much more significantly in 2019.

Victim CARE has significantly expanded the number of community points in 2018. At the end of March 2018 there were 14 community points in place, another 41 completing the application forms and over 100 organisations interested. Victim CARE now has work planned to bring together the community points and further develop the working relationships.

9	NOPCC	Significantly expand the take up of victim led restorative justice	G
<p>Update 24.2.19: Increasing the take up of restorative justice continues to be a challenge. As of January 2019 Victim Care currently only have 7 cases being actively reported for a restorative justice intervention. Work is underway with the Victim Care Unit and National Probation Service/CRC to improve the information exchange with regards to both victims and offenders. In addition the OPCC and Victim Care are planning to launch a restorative justice video of 'Shad's story'. This is film about a victim's journey to meet an offender in prison and a restorative justice intervention. The intention is to use this film to improve the awareness and take up of Restorative Justice across Nottinghamshire.</p> <p>The take up of victim led restorative justice remains a challenge. Discussion is taking place between Victim Care and Witness Care Unit to agree seconding a victim care worker into the unit in order to assess the Court outcomes and victim details. Contact will then be made with victims to obtain written consent to be referred for a restorative justice intervention. This arrangement is expected to substantially expand restorative justice across Nottingham and Nottinghamshire once operational.</p>			

10	NOPCC	Seek assurance that the police and criminal justice system are compliant with the 'Code of practice for victims of crime'	G
<p>Update 26.2.19: Work has been undertaken with Chief Inspector James Woolley to establish a report monitoring Nottinghamshire Police's compliance with the Victims' Code. This involves extracting data from Niche as well as dip sampling on an annual basis. The report is on the agenda for the next Audit and Scrutiny meeting in March. In addition, an initial meeting has taken place with other OPCC, APCC and Home Office colleagues towards a common framework and template for monitoring Victim Code compliance. It is likely this will be phased in over the next year.</p>			

11	NOPCC	Explore and seek support for introducing a Court observer panel for specific crime types	G
<p>Update 26.2.19: Court Observer Panels are being explored for rape cases, with a visit on the 1st April 2019 from representatives from Northumbria who published 'Seeing is Believing', their findings from observing 30 rape trials in 2015-16.</p>			

12	NOPCC	Improve the criminal justice system's response to female offenders	G
<p>The NOPCC (Nottinghamshire Office of the Police and Crime Commissioner) convened a Women Offenders Working Group in April 2018 with involvement of the Nottingham Women's Centre, Opportunity Nottingham, DLNR (Derbyshire, Leicestershire, Nottinghamshire and Rutland) Community Rehabilitation Company and Changing Lives. The group considered early findings from a partnership profile of the prevalence, needs and services available to women and girls in the Criminal Justice System in Nottinghamshire which is being used to inform the development of a local</p>			

partnership action plan. Further work is underway to finalise membership, terms of reference and scope of the working group in response to the range of issues identified. Changing Lives are also commencing work to rolling out Women-Specific Cautions in Nottinghamshire following a successful bid to the PCC's Community Safety Fund. This will aim to ensure early identification and response to the bespoke needs of female offenders and effective diversion from the criminal justice system where appropriate.

13	NOPCC	Improve the performance management and quality assurance of victim services	G
<p>Update 24.2.19: During 2018 the new MoJ (Ministry of Justice) outcomes framework has been embedded into all victims' support services. This has resulted in much more consistent information from each service.</p> <p>A quality assurance template has been developed and quality visits conducted to a number of services (Victim CARE, DSV helpline, county substance misuse support service). Further visits are planned for 2019.</p> <p>The Ministry of Justice (MoJ) finalised its victim's services outcomes framework in early 2018. Whilst performance management is in place for all commissioned services, work is now planned with providers to embed the new reporting required.</p> <p>Quality assurance: the OPCC has visited one domestic abuse support service and also conducted a quality visit to the co-commissioned DSVA (Domestic and Sexual Violence Abuse) helpline. A quality assurance visit to Nottinghamshire Victim CARE is planned in June 2018.</p>			

14	FORCE	Mainstream fund the historic and sexual abuse enquiry team	G
<p>Update 19.2.19: Operation Equinox was established as part of the new Force Operating Model in April 2018 to continue to ensure sufficient resource is allocated to the investigation and detection of historical sex offences. A review of the resources took place in December 2018, the current <u>investigative</u> resources will be maintained with an increased terms of reference to capture all non-recent abuse allegations where:</p> <ul style="list-style-type: none"> • Offender is in a Position of Trust (does not include familial abuse) • Offences reported by a complainant aged 18 years and above • Allegations are reported over a year since the occurrence • Offences fall within the Sexual Offences Act or are historic physical abuse • Additional allegations made by the above victim/survivors outside the terms of reference but where it is beneficial to maintain victim continuity <p>Equinox has achieved improved survivor engagement, increased public/ survivor confidence alongside enhanced partnership working. This has directly contributed to positive criminal justice outcomes.</p>			

NOTTINGHAMSHIRE POLICE AND CRIME DELIVERY PLAN 2019/20 – V1.4

1. Protecting People from Harm	2. Helping and Supporting Victims	3. Tackling Crime and ASB	4. Transforming Services
Protecting young people from harm, with a focus on tackling serious violence and exploitation	Improving access to, outcomes from and quality of local victim support services	Developing the strategic response to serious, organised and high impact crime	Securing sustainable and efficient policing services and value for money
<ol style="list-style-type: none"> 1. Fund targeted engagement and awareness raising initiatives with young people to reduce risk of harm and divert children and young people from crime and ASB 2. Invest in initiatives to keep young people safe on-line, with a focus on preventing exploitation, bullying and technologically-assisted harmful sexual behaviour 3. Provide funding to embed the Knife Crime Strategy and delivery plan as a multi-agency approach to identifying and managing risk across City and County 4. Embed 'Schools and Early Intervention Officers' to improve youth engagement and early intervention activity, particularly in minimising risk of school exclusion 5. Work with partners to develop a comprehensive understanding of youth-related risk and vulnerability across the area and map available service provision 	<ol style="list-style-type: none"> 1. Further embed the new Victim CARE model and expand the number of local community points to improve access to services 2. Develop a dedicated website for victims to improve awareness of and access to available support 3. Significantly expand the offer and take up of victim-led restorative justice 4. Continue to work with local agencies to improve reporting of hate crime and access to support services among victims of hate crime 5. Strengthen the response to stalking and harassment via multi-agency stalking clinics and targeted support for victims of non-domestic stalking 	<ol style="list-style-type: none"> 1. Continue to support targeted programmes of partnership activity to tackle serious and organised crime and maximise the use of the disruption tools and powers available 2. Improve the partnership response to safeguarding vulnerable people against fraud and tackling high harm criminality in this area 3. Support ongoing development of the Nottinghamshire Cybercrime Strategy and continue to develop the specialist skills and capabilities required to counter this threat 4. Identify high severity 'harm spot' locations in Neighbourhood Policing Areas and produce detailed intelligence profiles to support problem solving 5. Maximise the efficient and effective use of force resources in tackling and investigating online paedophilia 	<ol style="list-style-type: none"> 1. Ensure the force achieves a balanced budget and reduces non-pay costs to grow officer numbers and increase service capacity 2. Continue to put forward a strong national case for Nottinghamshire to receive a fair share of policing resources 3. Work with independent external partners to further improve understanding and management of policing demand 4. Continue to develop understanding and response to higher than average 999 and 101 call rates and address inappropriate or misplaced calls for service 5. Continue to invest in and promote the welfare of officers, staff and volunteers
Improving the identification of and response to vulnerability and hidden harm	Improving support and service outcomes for survivors of domestic and sexual abuse	Improving offender management outcomes and work to address the drivers of offending behaviour	Strengthening integrated partnership working and collaboration
<ol style="list-style-type: none"> 6. Continue to support both City and County MASH to identify top repeat victims for partnership interventions 7. Improve public understanding, awareness and reporting of exploitation and modern slavery in order to increase referrals 8. Commission an independent review of modern slavery support pathways and explore opportunities for a more co-ordinated regional approach 9. Expand the use of E-Cins case management system to protect people from harm and improve information sharing 10. Work to safeguard vulnerable people from radicalisation and improve sharing of information to protect the public from terrorism and extremism 	<ol style="list-style-type: none"> 6. Continue to invest in outcome-focussed domestic abuse services for victims and survivors 7. Invest in further provision to safeguard victims of Honour Based Abuse and maximise use of forced marriage protection orders where appropriate 8. Work with partners to invest in new facilities for the adult Sexual Assault Referral Centre (SARC) 9. Work with CCG partners to develop a specialist therapeutic pathway for non-recent sexual abuse victims and survivors 10. Work with CCGs and other partners to enhance support for adults who were sexually abused in childhood and respond to recommendations of IICSA 	<ol style="list-style-type: none"> 6. Continue to promote the Integrated Offender Management of high risk offenders and assess the effectiveness of the approach in managing high risk domestic abuse suspects 7. Consider a pilot of the alcohol monitoring system ('alcohol' monitoring tags) to combat domestic violence 8. Co-commission new substance misuse services and develop a substance misuse pathway for people attending voluntary attendance appointments 9. Implement and embed a new out of court disposals framework to drive improvements in rehabilitative outcomes and engagement with treatment services 10. Improve the response to female offenders within the criminal justice system, particularly in increasing use of out of court disposals and strengthening community support services 	<ol style="list-style-type: none"> 6. Work with partners to identify further collaboration opportunities for pooled budgets, efficiencies and improved services 7. Develop a programme of collaboration with the Fire and Rescue Service, including sharing estates, vehicles and training 8. Increase co-location of public services and where beneficial the sharing of information, buildings and people 9. Consider any Government opportunities for further devolution of criminal justice services, victims, witnesses and offenders 10. Embed the National Enabling Programmes and Digital Policing Strategy 2025 to modernise the management and delivery of IT services
Working with partners to improve crisis care and the service response to multiple complex need	Improving victim and witness experience of the criminal justice system	Improving service responses to the crime and ASB issues of greatest community concern	Improving community engagement and public trust and confidence in policing
<ol style="list-style-type: none"> 11. Continue to provide leadership and commitment to delivering against the ambitions of the mental health crisis care concordat 12. Maximise provision in the Street Triage Team to deal with mental health incidents, reducing inappropriate detention in hospital or custody and repeat calls 13. Continue to work in partnership to provide an effective response to missing children and persons from hospital, home and care settings 14. Support community led early help services and problem solving approaches for people complex needs who are perpetrators of crime and ASB 15. Work with partners to ensure agencies are meeting safeguarding responsibilities under the Care Act 2014 and new duties under the Homelessness Reduction Act 2017 	<ol style="list-style-type: none"> 11. Seek assurance that the police and criminal justice system are compliant with the 'Code of practice for victims of crime' 12. Further improve monitoring and understanding of the victim journey, including experience of and satisfaction with the police and criminal justice system 13. Work with police to improve understanding of the impact of serious crime on witnesses, friends and families – including access to the support services available 14. Explore opportunities to strengthen scrutiny of specific crime types, including the potential for the introduction of Court observer panels 15. Strengthen links with regional Criminal Justice Board in order to improve sharing of best practice and alignment of regional outcomes and local activity 	<ol style="list-style-type: none"> 11. Invest in local problem-solving approaches to tackle community specific priorities such as rural crime, motorcycle noise and alcohol-related ASB 12. Continue to improve 101 responses to low level drug dealing, ASB and noise related ASB through joint Partnership working in urban and rural areas 13. Provide support to Nottinghamshire Road Safety Partnership in reducing road traffic casualties and addressing issues of community concern 14. Continue to drive reductions in serious acquisitive crime and maintain a dedicated resource in burglary reduction teams in the City and County 15. Embed College of Policing neighbourhood policing guidelines and new policing model across the area to ensure continued quality of service for communities 	<ol style="list-style-type: none"> 11. Undertake research and co-engagement activity to build a better understanding of communities 12. Invest in community-led initiatives to facilitate positive relationships between BME and/or new and emerging communities and the police 13. Develop a police workforce that is more representative of the communities it serves and implement HR Strategy to fulfil requirements of the Equality Act 2010 14. Support innovative customer-led approaches to better informing and engaging with local communities and support the transition to Single Online Home 15. Introduce a new model and accountability arrangements for dealing with complaints against the police