STRATEGIC RESOURCES & PERFORMANCE MEETING

TUESDAY, 31 MARCH 2015 AT 11.30 AM

COUNTY HALL, WEST BRIDGFORD
NOTTINGHAM NG2 7QP

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Membership

Paddy Tipping – Police and Crime Commissioner
Chris Cutland – Deputy Police and Crime Commissioner
Kevin Dennis – Chief Executive, OPCC
Charlie Radford – Chief Finance Officer, OPCC
Chris Eyre – Chief Constable, Notts Police
Sue Fish – Deputy Chief Constable, Notts Police
Steve Jupp – Assistant Chief Constable, Notts Police
Simon Torr - Assistant Chief Constable, Notts Police
ACO Resources, Notts Police

A G E N D A

1.   Apologies for absence

2.   Declarations of Interest

3.   Minutes of the previous meeting held on 14 January 2015

4.   Workforce Planning

5.   2015-16 Community Safety Funding Awards

6.   Refreshed Police and Crime Plan (2015-18)

7.   Performance and Insight Report

8.   Nottinghamshire Police and Crime Commissioner's Consultation and Engagement Report

9.   Children's Safeguarding

10.   Finance Performance and Insight Report

11.   Work Programme

NOTES

- Members of the **public are welcome to attend** to observe this meeting

- For **further information** on this agenda, please contact the Office of the Police and Crime Commissioner on 0115 9670999 extension 801 2005 or email nopcc@nottinghamshire.pnn.police.uk

- A **declaration of interest** could involve a private or financial matter which could be seen as having an influence on the decision being taken, such as having a family member who would be directly affected by the decision being taken, or being involved with the organisation the decision relates to. Contact the Democratic Services Officer: alison.fawley@nottscc.gov.uk for clarification or advice prior to the meeting.

NOTTINGHAMSHIRE POLICE AND CRIME COMMISSIONER
Arnot Hill House, Arnot Hill Park, Arnold, Nottingham, NG5 6LU

MINUTES OF THE MEETING OF THE
NOTTINGHAMSHIRE POLICE AND CRIME COMMISSIONER
STRATEGIC RESOURCES AND PERFORMANCE MEETING
HELD ON WEDNESDAY 14TH JANUARY 2015
AT NEWSTEAD CENTRE, TILFORD ROAD, NEWSTEAD VILLAGE,
NOTTINGHAM
NG15 0BS
COMMENCING AT 10.30 AM

MEMBERSHIP
(A – denotes absence)

	Paddy Tipping – Police and Crime Commissioner
	Chris Cutland – Deputy Police and Crime Commissioner
	Kevin Dennis – Chief Executive, OPCC
A	Charlie Radford – Chief Finance Officer, OPCC
	Chris Eyre – Chief Constable, Nottinghamshire Police
A	Sue Fish – Deputy Chief Constable, Nottinghamshire Police
A	Steve Jupp – Assistant Chief Constable, Nottinghamshire Police
A	Simon Torr – Assistant Chief Constable, Nottinghamshire Police
A	Margaret Monckton – ACO Resources, Nottinghamshire Police

OTHERS PRESENT

Pete Barker – Democratic Services, Notts. County Council
Sallie Blair – Communications, OPCC
Paul Burnett – Independent Chair of Nott'm City Safeguarding Children Board
and Adults Safeguarding Board
Yvonne Dales – Temp DCI, Nottinghamshire Police
Chris Few – Chair of Nottinghamshire Safeguarding Board
Melanie Jeffs – Nottingham Women's Centre
Elouise Pitchford – Finance, OPCC

PART A

SAFEGUARDING ANNUAL REPORTS PRESENTATIONS:

1. a. Paul Burnett – Independent Chair of Nott'm City Safeguarding Children
    Board and Adults Safeguarding Board

    b. Chris Few – Chair of Nottinghamshire Safeguarding Board

Paul Burnett presented a paper on the 2013/14 Annual Report. In terms of Children's safeguarding there had been an OFSTED inspection. Overall the City Council and the Board required improvement but there was much positive feedback in terms of the membership, the operating strategy and the effectiveness of the support given to partners. There had been good press coverage on the subject of partnership working. There was room for improvement in terms of the robustness of the annual report and also the lack of reporting to the Scrutiny Committee. The new annual report would be amended to reflect this criticism and a report had now already been taken to the Scrutiny Committee.

There had been a significant increase in the number of children and young people accessing early help services compared to two years previously. These referrals were now coming from across the partnership, including from the health and voluntary sectors, whereas in the past nearly all of the referrals came from schools. The outcomes were positive with the caveat that there continued to be an increase in child protection, both those with plans and those taken into care. The theory was that there should be fewer children accessing these services if they have already been engaged at the early help stage. Those children aged over nine years of age tended not to access the early help service whereas those younger than nine did, but this was not having the effect of reducing the numbers accessing the care system later in life. Early help was not available for teenagers. It seemed that neglect and emotional health and well-being were not being picked up so work was being undertaken with health partners in the City and County to remedy this. Once the children were in care OFSTED said that a good quality service was being delivered though there were concerns raised about the consistency of practice and this was being looked at.

As the number of referrals, those in care and caseloads all continued to increase it was essential that these developments did not impact negatively on the quality of the service provided. There was no evidence that this was the case at the moment but the work area would be monitored.

OFSTED reported that engagement with children and young people was good on a strategic level but that those families actually using the service experienced weaknesses – the service provided could be inconsistent and there was a need to improve the quality.

In terms of adults, the number of safeguarding alerts which translated in to investigations continued to rise. There was concern that the number of referrals from care and nursing homes was far higher than the number of referrals coming from the public at large. This could be because there were more safeguarding risks in homes and / or because those in the community did not understand the system. The truth was probably a bit of both.

Some patterns were emerging. Incidents of financial abuse were increasing, both by family and through cold calling. Referrals from the community regarding neglect, both in terms of property and deteriorating appearance were also increasing. There had also been a very significant increase in the number of referrals concerning the deprivation of liberties of those suffering from mental capacity problems.

In summary the key issues for children included the high priority that continued to be given to child sexual exploitation (CSE). Domestic violence also remained a problem. OFSTED were very complimentary about the policies and procedures that were in place but it needed to be understood why there had been no decrease in incidents. The issue of children missing from school, home or care, was a continuing one and there was a link with CSE. A group investigating female genital mutilation (FGM) had recently been set up and the work needed to be aligned to the safeguarding boards in the City and County. Professionals working in this area needed to understand the issues involved and develop appropriate responses.

The key areas for adults included those around residential issues, the need to raise awareness in the community, the implications of the Care Act, and the issue of mental health including the implications of the Mental Capacity Act and the work around the deprivation of liberty.

Overall, it was important to ensure there were no gaps in the services provided and that duplication was avoided.

Chris Few confirmed that many of the issues he faced were the same. No OFSTED inspection had yet occurred but one was expected imminently. The arrangements for safeguarding children were considered appropriate. They were not perfect and there were gaps, but there was confidence that it was known where these gaps were and work in these areas had been prioritised. The major development in 2013/14 had been the implementation of a more robust and widespread audit programme. Many different areas had been examined and the programme was being used to drive through improvements with the knock-on effect that managers were also learning as a result.

The report contained three strategic priorities for the next two years. The first one concerned the use of resources in a time of austerity. There was a danger of losing sight of the long term view. In time it could lead to a situation where there would not be enough resources to deal with what comes through the door. Problems needed to be tackled at source, for example, the basic parenting support that was currently available, which should pay dividends in the long term. Secondly, children would feature in all future strategic plans to ensure their needs were not neglected. Thirdly, it was not enough that the safeguarding service was good but that it should be recognised by the public as such. If not there was a danger they would not engage with the services when they should. The current media focus on historical abuse and DSE meant it was essential that people did not think that the services being provided were poor – they were not.

More specifically, there was a danger in the Absent Classification in Missing Children Framework, that frequent absconders might get lost in the system and meaning that it would not be possible to recognise when they became increasingly at risk and when their problems with CSE or crime escalated.

In 2013/14 a large scale audit was carried out for the first time into the core work of the board and the safeguarding service. Significant gaps were found in the quality of the plans, in the engagement of some professions and with the engagement with families and young people. Significant work had now been carried out and a further

audit found that there had been improvement in some areas but that some of the plans were still a bit 'ragged.' Another audit would be undertaken in 9 months' time to see if all the gaps had been addressed and problems resolved.

A review in Nottinghamshire was taking place looking at the provision of emotional and mental health services for young people with the intention of re-commissioning in 18 months' time. At this time it was not known if the same provider would be awarded the contract. There was concern though that 18 months was a long time in a young person's life and we needed to make sure that support would be available in the interim as we did not want any children slipping through the net. There seemed to have been a loss of focus on the emotional health and neglect of children, probably because of the concentration by government and the media on CSE which had meant practitioners' minds had been on this subject. Next year's plan would have more focus on basic and low level influences which still had a significant impact on young people's lives.

Over the last 3 – 4 years the numbers of Looked After Children and the numbers of Child Protection Plans had been increasing, but this trend was coming to an end. The number of Looked After Children had plateaued and was expected to stay at the present level. The number of Child Protection Plans had actually gone down, though not hugely, but it was expected that the numbers would stabilise at a slightly lower level than at present. Some children were moving between having Child Protection Plans then accessing the Early Help service and back again over and over and it was not good practice that these children were on Plans purely in order that they could be monitored.

During discussions the following points were raised:

- The Commissioner asked about the relationship between Chairs and Partners. Chris Few confirmed that if he was doing his job properly partners could be upset, though it was nothing personal. Paul Burnett agreed and informed the panel of the use of a challenge log which had been in use for the past two years and which was evidenced both inside and outside the Board. Its use directly lead to a redesign of the IT system following criticism of the data provided and the systems used in the CSE field. At the moment the media was focussing on what is going wrong and while mistakes were made there wasn't always recognition when things went well.

- The Commissioner asked if the Police's performance could improve. Chris gave the example of child protection conferences where improvements had been made but better engagement was still needed, sometimes the Police did not attend at all and a report was not always provided. Paul felt that the Police were very strong at a strategic level and at an operational level attendance was improving, the biggest problem was the quality of the information provided by front line officers when they made a referral. The information needed to allow the person receiving the referral to make the right decision when determining the intervention level. DCI Dales said that the Force were trying to do things differently. Pressure had been put on officers in the past to do the right things which had the effect in some cases of confusing the issues. So a 'back to basics' approach had now been adopted. In the case of Child

Protection Conferences the Force was trying to develop the use of dedicated individuals, not just officers, who would have the confidence to challenge in those Conferences.

- The problem of information/data sharing was discussed. Chris Few said the situation was far from ideal with requests for information being met with defensiveness, information should be shared unless there were good reasons not to. There was also the problem with the number of IT systems in use, Chris Few had seen colleagues sitting next to each other in the MASH, all logged on to different systems. Chris Cutland had also seen that different groups in the MASH were not even speaking to each other, there did seem to be a blockage that needed addressing as this was not the case when the MASH first opened. The fact that there was DART in the City and the MASH in the County made it difficult for organisations such as the Police to share information. The Commissioner asked how this could be overcome. The Chief Inspector said he was prepared to carry the risk if it meant that individuals would be more likely to share information, this might be difficult in the terms of the law, but the Chief was prepared to push the boundaries. There was also the problem of Health, where two parts of the same organisation had been known to threaten to sue each other. The Commissioner asked Chris Frew and Paul Burnett to each write him a letter saying that improvements needed to be made in this area. Paul said that the protocols were in place the problem was one of implementation, a culture change was required.

- The Commissioner asked whether the location of all the Looked After Children in the City and the County was known. Paul Burnett was confident that the whereabouts of all of the children placed by the City Council was known. Some do go missing but the data showed that they were traced quickly. Paul shared his experience of the problem from his time in Leicestershire. There were a small number who repeatedly went missing and it was found that 85% of them were from the same children's home and were running away because of the way they were being treated in the home. It was important therefore to monitor children's homes to see who went missing regularly. The greater problem concerned children placed in the area by other authorities without informing Leicestershire. In such cases (there were 30 in the past 12 months) the Chief Executive of the authority concerned was written to and asked why this had happened. Chris thought this was not such a problem in Nottingham however as there were only a small number placed in the City by other authorities. Chris Few said the situation was similar in Nottinghamshire - Chris was confident that he knew where all of those children placed by Nottinghamshire were, but he was less certain about those placed by outside authorities, especially those with foster parents, although those placed in children's homes were easier to monitor.

- The Commissioner voiced his concerns about the Child and Adolescent Mental Health Services (CAMHS) being provided by the Notts Healthcare Trust and thought that the provider had too much influence in the commissioning of those services. Chris Few agreed that the Commissioner was right to be concerned and as mentioned earlier, the fact that the re-

commissioning was not due for another 18 months was a problem. An interim solution was required.

- The Commissioner spoke of the importance of preventative work but that in an age of austerity perhaps 'keeping the show on the road' was all that could be achieved. It was agreed that this type of work needed to be done but the importance of ensuring resources were being directed to the relevant areas was emphasised. As covered earlier in the meeting, although the City had protected the budget in the 'early help' area the numbers of children going into care continued to rise. Investment should not be reduced but the question needed to be asked about whether the right children were being targeted. There was a need to engage schools and those in early years settings to ensure this happened.

SEXUAL EXPLOITATION – ABUSE NOT CHOICE:NCVS EVENT 12TH DECEMBER 2014, PRESENTATION BY MELANIE JEFFS, NOTTINGHAM WOMEN'S CENTRE

Melanie Jeffs gave some background to the event which was led by the Women's Centre. Invitations were sent to Children's Services representatives in the city, to the force and to the NSPCC. The event was aimed at the voluntary sector and focussed on what happened now and started a conversation about what needed to happen. It did not focus on CSE exclusively but looked at the work undertaken with women who had experienced trauma. It concluded that there was a need to improve communication, not only between organisations but also into the community as a whole. There was an appetite for training with CSE being an area of concern as it was found people were not sure where incidents needed to be reported to.

There was a national CSE day in March and it was felt important that something high profile was organised. There were concerns expressed about the capacity to offer services at a time when demand for those services continued to grow. There was also the problem of getting into schools now that the system had become fragmented, for example with faith schools and academies, and also because parents had become disengaged from schools. The point was made at the event that no one knew everything and perhaps a directory or an on-line portal containing details of all services available would be useful. The next steps still needed to be decided upon and there would be another event held in February/March.

During discussions the following points were raised:

- Melanie had set up a working group and the Commissioner expressed his desire to put some resources into this, he also invited Melanie to talk to colleagues, including the Chief Constable and Kevin Dennis.

PART B

APOLOGIES FOR ABSENCE

An apology for absence was received from DCC Sue Fish.

DECLARATIONS OF INTEREST

None

MINUTES OF THE PREVIOUS MEETING HELD ON 3 SEPTEMBER 2014

Agreed

CHIEF CONSTABLE'S UPDATE REPORT

The Chief Constable introduced the report and remained convinced the Nottinghamshire Constabulary would be a force in the new parliament. There was a good leadership team in place and the operational team was very good too. The focus needed to be on the situation in five years' time when the Force would still be required to provide a good service with fewer resources. The necessity of switching resources would remain a challenge.

RESOLVED 2014/044

That the report be noted.

VERBAL UPDATE ON ASSESSMENT OF THE SETTLEMENT ANNOUNCEMENT COMPARED TO THE MEDIUM TERM FINANCIAL PLAN (MTFP)

The Commissioner expressed his disappointment at the settlement, which would require a 5.1% reduction in spending in the next financial year.

RESOLVED 2014/045

That the update be noted.

NOTTINGHAMSHIRE POLICE AND CRIME NEEDS ASSESSMENT 2014-15

Kevin Dennis presented the report and confirmed that seven objectives were current and remained live. Feedback had been received from stakeholders and as a result the language in the report would be changed.

RESOLVED 2014/046

That the report be noted.

POLICE AND CRIME PLAN (2015-17)

Kevin Dennis introduced the report and informed colleagues that the Plan needed to be submitted by 21st January.

RESOLVED 2014/047

That the draft report be noted.

PERFORMANCE AND INSIGHT REPORT

The Commissioner confirmed that it would be unlikely that the Force would achieve the planned savings of £12.7m this financial year. The Chief Constable stated that the Force was likely to be within £1m of the savings target. The plan going forward was very strong and the team involved was very professional.

RESOLVED 2014/048

That the report be noted.

FINANCE PERFORMANCE AND INSIGHT REPORT

RESOLVED 2014/049

That the report be noted.

PERIOD 8 CAPITAL MONITORING AND FORECAST REPORT 2014-2015

RESOLVED 2014/050

1) That the Period 8 forecast of £13.197m be approved for submission to the PCC for final approval.(Para 4.2)

2) That the virement between projects approved by the SRO be noted. (Para 4.6)

3) That the additional cost to the programme of £0.228m (Para 4.7) be approved.

4) That cumulative expenditure to P8 of £5.232m against the original budget of £15.598m be noted.

WORK PROGRAMME

Kevin Dennis introduced the report which provided a programme of work and timetable of meetings for the Strategic Resources and Performance meeting.

During discussions the following topics for future reports were identified:
- Rural crime
- Internet-based offending

RESOLVED 2014/051

That the report be noted.

The meeting closed at 12.30 pm

CHAIR

For Information	
Public/Non Public	Public
Report to:	Strategic Resources & Performance
Date of Meeting:	31 March 2015
Report of:	Sharon Ault – Head of HR & OD
Report Author:	James Lunn – HR Senior Manager
E-mail:	James.lunn@nottinghamshire.pnn.police.uk
Other Contacts:	
Agenda Item:	4

WORKFORCE PLANNING

1. Purpose of the Report

1.1 To provide an update on the police officer and police staff numbers as at 28 February 2015.

2. Recommendations

2.1 It is recommended that the Force Executive Board note the report.

3. Reasons for Recommendations

3.1 Police Officers

The 'Delivering the Future' project will confirm the future operating model for Nottinghamshire Police and determine the targeted establishment for police officers and police staff.

At 28 February 2015 the number of Police Officers funded by Nottinghamshire Police is 2039.35 FTE. As detailed in Appendix 1, this is approximately 8 FTE above the quarter 1 re-forecasted budgeted officer numbers. This is largely due to a reduction in the number of resignations/transfers to other forces during December and January.

On 6th February 2015, intake of 17 new police officers commenced with Nottinghamshire Police. There are no more police officer intakes planned in after this date.

It is anticipated that we will have a further 7 leavers in March resulting in a predicted year end figure of 2032 FTE (i.e. as at 31 March 2015).

For 2015/16, it is predicted that there will be around 111 FTE police officer leavers. This is based on a combination of anticipated police officer retirements and historical data of other police officer leavers.

There are 74 police officers who could retire having reached 30 years' service. It is expected that around 90% (67 FTE) will retire on reaching 30 years' pensionable service and that there will be approximately 44 other leavers (e.g. resignations, transfers, medical retirement, dismissal etc.).

Appendix 2 shows the police officer numbers by division/department and Appendix 3 highlights the number of deployable resources by division/department.

Appendix 4 shows the actual strength at 28 February 2015 further broken down by substantive rank and current rank, including officers classed as externally funded and on secondment. The number of officers in temporary and acting positions remains high.

Table 1 - Officers in Temporary and Acting Roles (excludes secondments)

Rank	FTE	Change from previous month
Temporary Superintendent	0	0
Acting/Temporary Chief Inspector	21	0
Acting/Temporary Inspector	53.68	+ 1.74 FTE
Acting/Temporary Sergeant	89.44	+ 7.09 FTE
	164.12	+ 8.83

3.2 Police Staff

Appendix 2 details the force funded Police Staff establishment as at 28 February 2015 and variance.

The HR matrix (Appendix 3) breaks this information down by Police Staff and Police Community Support Officers (PCSO) and provides additional information relating to available resources by Division/Department.

The police staff establishment has remained unchanged from last month. Overall, there has been a reduction of 15.81 FTE in the police staff establishment since 1 April 2014.

3.3 PCSOs

At 28 February 2015 the number of PCSOs is 320.29 FTE against a year end target establishment of 340 FTE.

This is 2 FTE lower than the predicted PCSO numbers for February 2015 (see Table 3 below). It is anticipated that there will be one further PCSO leaver in March resulting in a year end figure of 319.29 FTE.

Table 3 - PCSO profile for 2014/15

	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Average
Opening	335.4	334.3	333.2	343.1	342.0	340.9	337.8	336.7	328.6	327.5	324.4	322.3	**333.9**
Leavers	(1.1)	(1.1)	(1.1)	(1.1)	(1.1)	(3.1)	(1.1)	(8.1)	(1.1)	(3.1)	(2.1)	(1.1)	**(2.1)**
Recruitment			11.0										**11.0**
	334.3	**333.2**	**343.1**	**342.0**	**340.9**	**337.8**	**336.7**	**328.6**	**327.5**	**324.4**	**322.3**	**321.2**	**332.7**

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4. Summary of Key Points

4.1 Workforce planning is a process used to identify current and future staffing needs and development needs of the workforce to meet future requirements.

4.2 There are typically four stages to developing a workforce plan as follows:

- Identify the workforce requirements for the future
- Develop a profile of the current workforce (e.g. skills, training etc.)
- Carry out a gap analysis between current and future requirements
- Develop an action plan to meet future requirements

4.3 Nottinghamshire Police is designing an Operating Model, which will define the workforce requirements for the future.

5. Financial Implications and Budget Provision

5.1 The number of funded police officers/police staff (including PCSOs) for 2014/15 and recruitment profile will have a direct impact on the budget and planned efficiency savings.

6. Human Resources Implications

6.1 Increasing the number of Police Officer and Civilian Investigator posts over the duration of the MTFP 2013-2017 will result in additional HR staffing implications both within the Force and regional HR services such as Occupational Health, Shared Services and Learning & Development.

6.2 It will also result in additional resourcing implications outside of HR, for example, vetting, tutor constables, tutor PCSOs and interview panels etc.

7. Equality Implications

7.1 The recruitment of new police officers, PCSO's and police staff provides an opportunity to increase the representation levels across the organisation. Positive action is an integral part of recruitment and engagement activity.

| 8. | Risk Management |

8.1 Recruitment and training plans are in place and reviewed on an on-going basis.

| 9. | Policy Implications and links to the Police and Crime Plan Priorities |

9.1 The MTFP workforce plan was developed to link in and compliment the police and crime plan priorities.

| 10. | Changes in Legislation or other Legal Considerations |

10.1 None

| 11. | Details of outcome of consultation |

11.1 Consultation has taken place within HR and Business and Finance.

| 12. Appendices |

12.1 Quarter 1 Police Officer Forecast – Appendix 1

12.2 Performance & Insight Establishment Report – Appendix 2

12.3 HR Matrix detailing available resources – Appendix 3

12.4 Police Officer – Actual Rank Breakdown – Appendix 4

Appendix 1 - Summary of Q1 Police Officer Forecast - Core Funded

Rank	Jul-14	Aug-14	Sep-14	Oct-14	Nov-14	Dec-14	Jan-15	Feb-15	Mar-15		Apr-15
Chief Constable	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00		1.00
Deputy Chief Constable	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00		1.00
ACC	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00		2.00
Chief Superintendent	5.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00		3.00
Superintendent	14.00	14.00	14.00	14.00	14.00	14.00	14.00	14.00	14.00		14.00
Chief Inspector	31.00	31.00	31.00	31.00	31.00	31.00	31.00	31.00	31.00		31.00
Inspector	122.00	122.00	122.00	122.00	122.00	122.00	122.00	122.00	122.00		122.00
Sergeant	354.89	354.89	354.89	354.89	354.89	354.89	354.89	354.89	354.89		354.89
Constable	1,518.80	1,518.80	1,518.80	1,518.80	1,518.80	1,518.80	1,518.80	1,518.80	1,518.80		1,518.80
New Recruits 2014/15	0.00	0.00	14.00	14.00	28.00	28.00	46.00	64.00	64.00		80.00
30 Year Leaver 2013/14	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00		0.00
30 Year Leaver 2014/15	(4.00)	(4.00)	(11.00)	(13.00)	(16.00)	(17.00)	(24.00)	(31.00)	(32.00)		(35.00)
Natural Leavers	0.00	(3.75)	(10.50)	(17.25)	(24.00)	(30.75)	(37.50)	(44.25)	(51.00)		(55.00)
30 Years + Leaver	(2.00)	(2.00)	(3.00)	(3.00)	(4.00)	(4.00)	(5.00)	(5.00)	(6.00)		(6.00)
Grand Total	**2,043.69**	**2,037.94**	**2,037.19**	**2,028.44**	**2,031.69**	**2,023.94**	**2,027.19**	**2,031.44**	**2,022.69**		**2,031.69**
Actual strength	2,045.62	2,036.10	2,034.06	2,026.66	2,032.41	2,024.60	2,032.06	2,039.35			
Variance	(1.93)	1.84	3.13	1.78	(0.72)	(0.66)	(4.87)	(7.91)			

Note:

July - There were 6 police officer retirement as predicted plus 3 other leavers (2 FTE resignations & 1 FTE transfer to another force)

August - There were 2 retirements plus 9 other leavers (5 FTE resignations and 4 FTE transfer to another force)

September - There were 5 retirements and 5 other leavers (1 FTE resignation, 2 FTE transfers and 2 FTE medical retirements) plus 14 new starters

October - There were 2 retirements and 7 other leavers (1.88 FTE resignation, 2 FTE transfers and 2.84 FTE medical retirements)

November - 16 FTE new recruits and 9 FTE leavers (6 FTE retirements, 1FTE resignation, 1FTE transfer, 1FTE dismissal)

December - There were 2 FTE medical retirements, 2 FTE Transfers and 0.5 FTE retirements

January - 16 FTE new recruits and 11 FTE leavers (7 FTE retirements, 3FTE resignation, 1FTE transfer) Note: 3 of leavers were in externally funded posts

February - 17 FTE new recruits and 9.9FTE leavers (6.93FTE retirements, 1.93FTE resignations, 1FTE Transfer)

Appendix 2 - P&I Establishment - 31 July 2014

| | Police Officers | | Staff | | | | Total |
	Substantive Actual FTE	Externally Funded Actual FTE	Substantive Actual FTE	Budgeted Establishment 28 Feb 2015	Variance to Target Establishment	Externally Funded Actual FTE	Total Substantive Actual FTE
Local Policing							
City	617	20	161	186	(25)		778
County	758		245	258	(14)	40	1,002
Contact Management	24		290	313	(23)	1	314
	1,399	**20**	**696**	**758**	**(62)**	**41**	**2,094**
Specialist Services							
Crime & Justice	367	6	398	429	(31)	24	765
OSD	138	1	19	21	(2)	-	157
Regional	98	32	27	29	(2)	1	124
	602	**39**	**443**	**479**	**(36)**	**25**	**1,046**
Command	4		5	5	-		9
Corporate Services	34		308	387	(79)		343
	2,039	**59**	**1,452**	**1,629**	**(176)**	**66**	**3,491**

Budgeted Establishment (28 February 2015)	2,031
Variance to budgeted establishment	7.9

PCSO (included within Staff)				
City	124	139	(14.6)	
County	196	201	(5.1)	
	320	**340**	**(19.7)**	**-**

HR Matrix Available Resources - Police Officers - 28 February 2015

	CITY	COUNTY	CORPORATE SERVICES	CJ	CM	OS	REGION	Total Police
Actual Strength (FTE) **SUBSTANTIVE POST** excluding External Funding AND Career Breaks @ month end	616.77	757.55	38.38	366.88	24.40	137.83	97.54	**2039.35**
Actual Strength (FTE) **CURRENT POST** including temporary posts excluding External Funding AND Career Breaks @ month end	584.96	722.35	48.38	404.60	45.11	130.83	97.54	**2033.77**
MANAGEMENT INFORMATION								
Abstractions out of Force								**0.00**
Maternity	5.41	6.94		2.45				**14.80**
Probationers prior to Independent Patrol	31.00	31.00						**62.00**
Military Service								**0.00**
Restricted Duties - Sickness	9.62	7.91	2.83	12.10	5.00		1.00	**38.46**
Restricted Duties - Maternity	2.66	3.65		3.34			1.00	**10.65**
Restricted Duties - PSD	2.00	5.00		1.00	1.00		1.00	**10.00**
Recuperative Duties	5.34	6.39	2.00	3.00	0.87	3.00		**20.60**
Suspended Officer		3.00			1.00			**4.00**
Long Term Sickness Over 28 days	4.00	12.80		10.80			1.00	**28.60**
Total Abstractions	60.03	76.69	4.83	32.69	7.87	3.00	4.00	189.11
Total Available Resources	**524.93**	**645.66**	**43.55**	**371.91**	**37.24**	**127.83**	**93.54**	**1844.66**
Fit for Post	2.00	9.00	1.00	10.00	3.00	2.00		**27.00**
Available Resources for Deployment	**522.93**	**636.66**	**42.55**	**361.91**	**34.24**	**125.83**	**93.54**	**1817.66**
External Funding								
Established Funding (FTE)								
Actual Strength (FTE)	20.14			6.00		1.00	31.68	**58.82**
Officers temp from Core Funding								**0.00**
Maternity								**0.00**
Restricted Duties								**0.00**
Recuperative Duties								**0.00**
Suspended Officer								**0.00**
Long Term Sickness Over 28 days								**0.00**
Available Resources for Deployment	20.14	0.00	0.00	6.00	0.00	1.00	31.68	**58.82**
Career Breaks	**2.87**	**1.69**		**1.29**		**0.37**		**6.22**

HR Matrix Available Resources - Police Staff - 28 February 2015

	CITY	COUNTY	CORPORATE SERVICES	CJ	CM	OS	REGION	Total Police
Police Staff - Excluding PCSOs								
Orignal Budgeted Establishment	43.31	42.95	378.80	469.48	311.88	26.90	31.00	1304.32
Adjustments +/-	4.00	14.50	13.22	-40.53	1.00	-6.00	-2.00	-15.81
Revised Budgeted Establishment	47.31	57.45	392.02	428.95	312.88	20.90	29.00	1288.51
Actual Strength (FTE) **SUBSTANTIVE POST** excluding External Funding AND Career Breaks @ month end	36.47	48.83	313.13	397.88	289.96	18.88	26.58	1131.73
Actual Strength (FTE) **CURRENT POST** including temporary posts excluding External Funding AND Career Breaks @ month end	36.66	58.67	354.29	417.11	290.75	18.88	26.58	1202.94
Variance from Force Funded **CURRENT POST**	-10.65	1.22	-37.73	-11.84	-22.13	-2.02	-2.42	-85.57
PCSOs								
Revised Budgeted Establishment	139.00	201.00	-	-	-	-	-	340.00
Actual Strength (FTE) **SUBSTANTIVE POST** excluding External Funding AND Career Breaks @ month end	124.37	195.92						320.29
Variance from Force Funded **SUBSTANTIVE POST**	-14.63	-5.08	-	-	-	-	-	-19.71
MANAGEMENT INFORMATION (all staff)								
Abstractions (Homicide)								0.00
Abstractions (Other) within Force								0.00
Abstractions out of Force								0.00
Maternity	4.00	2.60	7.80	5.00	3.68			23.08
Restricted Duties - Sickness		1.00		1.00	1.00			3.00
Restricted Duties - Maternity	1.00	1.30	0.80	2.00	3.27		1.00	9.37
Restricted Duties - PSD		1.00	1.00					2.00
Recuperative Duties	4.69	3.00	1.60	5.00	6.59			20.88
Suspended		2.00						2.00
Long Term Sickness Over 28 days	1.00	3.00	7.42	4.21	11.11			26.74
Total Abstractions	10.69	13.90	18.62	17.21	25.65	0.00	1.00	87.07
Total Available Resources	150.34	240.69	335.67	399.90	265.10	18.88	25.58	1436.16
Temporary Agency Staff		1.00	35.57	1.00		0.43	2.00	40.00
Available Resources for Deployment	150.34	241.69	371.24	400.90	265.10	19.31	27.58	1476.16
Deployable Resources as % of Budgeted Est.	81%	94%	95%	93%	85%	92%	95%	91%
External Funding								
Established Funding (FTE)								
Actual Strength (FTE)		39.70		23.50	1.00		1.40	65.60
Maternity				1.43				1.43
Restricted Duties				0.89				0.89
Recuperative Duties								0.00
Suspended Officer								0.00
Long Term Sickness Over 28 days								0.00
Available Resources for Deployment	0.00	39.70	0.00	21.18	1.00	0.00	1.40	63.28
Career Breaks		0.43	3.00	3.06	0.70	0.38		7.57

Appendix 4 - Actual Rank Breakdown as at 28 February 2015 (current posts - includes temporary and acting duties)

Force Funded Officers

Rank Grade	City Division	Command Team	Contact Management	Corporate Services	County 2012	Crime & Justice	Operational Support	Sub-Total	Region 2012	Sum
Ch Con	-	1.00	-	-	-	-	-	1.00	-	**1.00**
DCC	-	1.00	-	-	-	-	-	1.00	-	**1.00**
ACC	-	2.00	-	-	-	-	-	2.00	-	**2.00**
Ch Supt	1.00	-	-	-	2.00	1.00	-	4.00	-	**4.00**
Supt	3.00	-	1.00	1.00	2.00	1.00	-	8.00	-	**8.00**
Det Supt	-	-	-	1.00	1.00	1.00	-	3.00	-	**3.00**
Ch Ins	1.00	-	1.00	2.00	4.00	2.00	1.00	11.00	-	**11.00**
Det Ch Ins	1.00	-	-	-	1.00	4.00	-	6.00	-	**6.00**
T/Ch Ins	2.00	1.00	2.00	-	4.00	2.00	-	11.00	-	**11.00**
T/Det Ch Ins	1.00	-	-	1.00	2.00	2.00	-	6.00	1.00	**7.00**
A/Ch Ins	2.00	-	-	-	-	-	-	2.00	-	**2.00**
Ins	12.00	-	5.00	1.00	14.00	14.00	3.00	49.00	-	**49.00**
Det Ins	2.00	-	-	2.00	2.00	16.00	-	22.00	5.00	**27.00**
T/Ins	8.00	-	3.00	1.00	16.00	6.00	-	34.00	2.00	**36.00**
T/Det Ins	3.00	-	-	2.00	4.00	0.68	-	9.68	-	**9.68**
A/Ins	1.00	-	-	-	-	-	-	1.00	-	**1.00**
A/Det Ins	1.00	-	-	-	-	2.00	-	3.00	1.00	**4.00**
Sgt	55.32	0.83	3.00	7.00	62.05	65.56	13.00	206.76	1.00	**207.76**
Det Sgt	15.00	-	-	3.00	11.80	26.33	1.00	57.13	14.00	**71.13**
T/Sgt	14.90	-	6.00	1.00	27.85	7.69	4.00	61.44	-	**61.44**
T/Det Sgt	3.00	-	1.00	1.00	4.00	3.00	-	12.00	2.00	**14.00**
A/Sgt	1.00	-	-	-	3.00	1.00	-	5.00	-	**5.00**
A/Det Sgt	1.00	-	-	-	-	1.00	-	2.00	-	**2.00**
Con	417.19	1.00	23.11	12.00	507.84	164.45	103.83	1229.42	8.00	**1237.42**
Det Con	39.55	-	-	6.55	53.81	83.89	5.00	188.80	63.54	**252.34**
	584.96	**6.83**	**45.11**	**41.55**	**722.35**	**404.60**	**130.83**	**1936.23**	**97.54**	**2033.77**

Externally Funded Officers

Rank Grade	City Division	County 2012	Crime & Justice	Operational Support	Sub Total	Region 2012	Sum
Supt	-	-	-	1.00	1.00	-	**1.00**
Det Supt	-	-	-	-	0.00	3.00	**3.00**
Ch Ins	1.00	-	-	-	1.00	-	**1.00**
Det Ch Ins	-	-	-	-	0.00	3.00	**3.00**
T/Ch Ins	1.00	-	-	-	1.00	-	**1.00**
Ins	1.00	-	-	-	1.00	1.00	**2.00**
Det Ins	-	-	-	-	0.00	1.00	**1.00**
T/Ins	1.00	-	1.00	-	2.00	-	**2.00**
T/Det Ins	-	-	-	-	0.00	1.00	**1.00**
A/Ins	1.00	-	-	-	1.00	-	**1.00**
Sgt	3.00	1.00	-	-	4.00	1.00	**5.00**
Det Sgt	-	-	-	-	0.00	2.00	**2.00**
T/Sgt	1.00	-	-	-	1.00	1.00	**2.00**
T/Det Sgt	-	-	-	-	0.00	3.00	**3.00**
Con	12.33	1.00	3.00	1.00	17.33	7.00	**24.33**
Det Con	-	-	3.00	-	3.00	7.68	**10.68**
	21.33	**2.00**	**7.00**	**2.00**	**32.33**	**30.68**	**63.01**

Seconded Officers

	Region 2012	Sum
Supt	1.00	**1.00**
T/Supt	2.00	**2.00**
Det Ins	1.00	**1.00**
T/Ins	1.00	**1.00**
Sgt	2.00	**2.00**
Con	8.00	**8.00**
Det Con	1.00	**1.00**
	16.00	**16.00**

Appendix 4 - Actual Rank Breakdown as at 28 February 2015 (substantive posts)

Force Funded Officers

Rank Grade Values	Person Budget Fte									
	City Division	Command Team	Contact Management	Corporate Services	County 2012	Crime & Justice	Operational Support	Sub Total	Region 2012	Sum
Chief Constable		1.00						1.00		**1.00**
Deputy Chief Constable		1.00						1.00		**1.00**
Assistant Chief Constable		2.00						2.00		**2.00**
Chief Superintendent	1.00				2.00	1.00		4.00		**4.00**
Superintendent	3.00		1.00	1.00	2.00	1.00		8.00		**8.00**
Det Superintendent				1.00	1.00	1.00		3.00		**3.00**
Chief Inspector	1.00		1.00	2.00	4.00	2.00	1.00	11.00		**11.00**
Det Chief Inspector	2.00				1.00	3.00		6.00		**6.00**
Inspector	15.00		8.00	1.00	20.00	16.00	3.00	63.00		**63.00**
Det Inspector	4.00			2.00	4.00	14.00		24.00	7.00	**31.00**
Sergeant	66.19	0.83	1.00	6.00	83.84	68.56	15.00	241.42	1.00	**242.42**
Det Sergeant	20.00			4.00	19.80	28.81	2.00	74.61	15.00	**89.61**
Constable	450.03		13.40	10.00	548.16	154.36	111.83	1287.78	8.00	**1295.78**
Det Constable	54.55			6.55	71.75	77.15	5.00	215.00	66.54	**281.54**
	616.77	**4.83**	**24.40**	**33.55**	**757.55**	**366.88**	**137.83**	**1941.81**	**97.54**	**2039.35**

Externally Funded Officers

Rank Grade Values	Person Budget Fte					
	City Division	Crime & Justice	Operational Support	Sub Total	Region 2012	Sum
Superintendent			1.00	1.00		**1.00**
Det Superintendent				0.00	3.00	**3.00**
Chief Inspector	1.00			1.00		**1.00**
Det Chief Inspector				0.00	3.00	**3.00**
Inspector	2.00			2.00	1.00	**3.00**
Det Inspector				0.00	2.00	**2.00**
Sergeant	4.00			4.00	1.00	**5.00**
Det Sergeant				0.00	4.00	**4.00**
Constable	13.14	3.00		16.14	7.00	**23.14**
Det Constable		3.00		3.00	10.68	**13.68**
	20.14	**6.00**	**1.00**	**27.14**	**31.68**	**58.82**

Seconded Officers

Rank Grade Values	Person Budget Fte	
	Region 2012	Sum
Superintendent	1.00	**1.00**
Chief Inspector	1.00	**1.00**
Det Chief Inspector	1.00	**1.00**
Det Inspector	1.00	**1.00**
Sergeant	3.00	**3.00**
Constable	8.00	**8.00**
Det Constable	1.00	**1.00**
	16.00	**16.00**

Consideration	
Public/Non Public	Public
Report to:	Strategic Resources
Date of Meeting:	31 March 2015
Report of:	Police and Crime Commissioner
Report Author:	Nicola Wade
E-mail:	nicola.wade12247@nottinghamshire.pnn.police.uk
Other Contacts:	
Agenda Item:	5

2015-16 Community Safety Funding Awards

1. Purpose of the Report

1.1   To update the Strategic Resources meeting on the PCC's recent small grants funding awards.

2. Recommendations

2.1   Update the Police and Crime Commissioner on progress to award grant funding to twenty two projects.

3. Reasons for Recommendations

3.1   Report is for information only.

4. Summary of Key Points

4.1   In December 2014 the PCC launched his 2015-6 Community Safety Fund. The purpose of the Fund is to grant fund third sector organisations to help him reduce crime and protect victims, witnesses and vulnerable people. The following areas were identified as priorities for grant funding:

- support for vulnerable people, who may have complex needs, to increase resilience and reduce risk of victimisation;
- innovative BME led projects which work in partnership with Nottinghamshire Police to build trust and understanding;
- innovative community led projects which support new and emerging communities to establish positive relationships with Nottinghamshire Police;
- pilot projects delivering BME community led work to raise awareness of the problems caused by Female Genital Mutilation (FGM) and/or to encourage anonymous reporting of girls and women at risk;
- pilots of innovative approaches to supporting victims;
- interim support to victims of sexual violence and domestic abuse survivors, where there is need and if those services are not being funded elsewhere;

- innovative community led positive initiatives to reduce anti-social behaviour including noise related anti-social behaviour;
- community led initiatives to reduce rural and wildlife crime, including using social media to share local intelligence;
- projects to support improved mental health with young people, resulting in reduced drugs and alcohol use;
- innovative work for early intervention and prevention of drugs and alcohol and anti-social behaviour;
- support education and awareness raising of cyber-crime, including bullying and harassment.
- projects working with offenders, particularly addressing the mental health needs of offenders;
- targeted early intervention and diversionary activity with people at risk of offending and/or anti-social behaviour; and
- develop and enable volunteering and active citizenship to build stronger communities.

4.2 The Commissioner received 53 grant applications to a collective value of £947k. Applications were assessed and considered by a panel including the Deputy PCC, senior police officers, officers from the CDP and SNB. Other experts (for example in CSE or domestic abuse) were asked to comments on specific applications.

4.3 Twenty two projects have been supported to a value of £235,455, subject to meeting conditions of funding in many cases. In addition an application for Victim Support for the Young Witness Service to the value of £19,109 has been put on hold, pending confirmation from Citizens Advice on the shape of their support to young witnesses. The projects supported deliver in the priority areas outlined above. A list is attached and on the PCC's website.

5. Financial Implications and Budget Provision

5.1 £250,000 was set aside for the 2014-5 Community Safety Fund. The total number of projects funded is £235,455, with £19,109 set aside in case it is required for the Young Witness Service. This is a total of £254,564. The additional £4,564k will be funded out of underspend in other areas.

6. Human Resources Implications

6.1 N/A

7. Equality Implications

7.1 N/A

8.	Risk Management

8.1 All projects were assessed by two officers from Nottinghamshire Office of the Police and Crime Commissioner. This included considering projects' delivery plans and their ability to deliver. Any risks identified for individual projects have been addressed as conditions of funding.

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

9.1 The PCC identified a number of areas of activity in the Police and Crime Plan where third sector organisations are well placed to help deliver key priorities. These areas were identified as priorities for grant funding. They are bulleted in no 4.1 above.

10	Changes in Legislation or other Legal Considerations

10.1 The Commissioner's Community Safety funding (2015/16) was announced in December 2015 and was subject to an open process and is legally compliant.

11	Details of outcome of consultation

11.1 The strategic priorities for the grant fund was approved by the Police and Crime Commissioner based upon the findings from the Police and Crime Plan, strategic assessment, including consultation with the public and victims of crime.

12.	Appendices

12.1 List of funded small grants – see attached.

2015-6 Community Safety Fund
Projects awarded grant funding

Projects are funded subject to meeting funding criteria.

Org Name	Project Name	Brief Detail	Amount
			£
Age UK Nottingham and Nottinghamshire	Scam Hub Projects	Support for victims of scams and fraud so they feel safe and able to avoid becoming victims in future.	16,148
Aspley Partnership	Aspley Communities Taking Control	Aspley Communities Taking Control is a programme for YP aged 18-24. Working with NEETs, Not Knowns and YP who are on the verge of, or are causing ASB in the local area to ultimately, through environmental improvements/work experience to gain employment or into training.	9,000
Breaking Barriers Building Bridges	My place your place	Providing diversionary support and guidance to Somali young men and friends to become positive citizens. Building pride and encouraging them to be positive role models within their communities, squashing stereotypes.	10,000
Changing Lives	Reach Out	Reach Out works with vulnerable 16-25 year-old girls/women, providing assertive outreach, structured learning, group work, and person-centred support to reduce the risks of sexual exploitation, substance abuse and offending.	15,000
Chat'bout	My Streets, My Voice	Facilitation of area based young people's engagement events, focused on improving understanding and communication between the Police and young people. Leading to establishment of independent Young People's Liaison and scrutiny panels.	15,000
Equation	Choices	Four healthy relationships projects for 40 Year 9 boys demonstrating abusive attitudes and/or who have experienced domestic abuse. Choices empowers young men to make effective life decisions and prevents abuse.	13,652
Hetty's	Families affected by drugs/alcohol	To support substance users in treatment earlier through targeted interventions with family members affected by their loved ones addictive behaviour	10,000
Imara CIC	Early Intervention Support	Early intervention service to improve mental health of child victims of sexual abuse and vulnerable family members, advocating on their behalf and supporting participation within the criminal justice process.	11,861
Integritis Advocacy Limited	Integritas Intensive Support	We will continue to provide intensive support and one to one case management for vulnerable adults with complex needs to help prevent them becoming victims and or perpetrators of crime.	15,000
Karimia Association Ltd (Karimia Institute)	Tackling Crime in Muslim Community	To promote volunteer Street Pastors Imams to build safer communities.	5,000
Mixed Foundations	Safer Minds Safer Street	Providing trauma management, CBT and motivational interventions to young people involved in gang culture and /or violent crimes and drugs (both use and supply)	15,000
Mojatu Foundation Limited	Engaging Survivors and Communities in ending FGM in Nottingham	FGM Survivors engagement and awareness campaigns through conferences, workshops, films, school visits, sports tournaments, cultural engagements, formation of FGM survivors Ecofarming club and extensively coverage in Mojatu magazines.	12,000

Newark and Southwell Street Pastors	Street Pastors	To continue the regular patrols in Newark on Saturdays, in Southwell at special events, and expand to resume Friday patrols in Newark.	4,000
NIDAS - Nottinghamshire Independent Domestic Abuse Services	Young Persons Domestic Abuse Worker - Justice	Providing support to young males and females that are at risk of, or who have already begun to perpetrate domestic violence within their own intimate and family relationships.	13,266
Nottingham Mencap (Smile! Stop Hate Crime)	Safe Places Scheme	Safe Places' is a proven way of supporting people with learning disabilities to engage safely within their community. Businesses are supported to provide a 'safe haven' for individuals in difficulty.	9,000
Nottingham Women's Centre	RE:GUARD	A project using new and innovative ways to address misogynistic incidents and crimes in Nottinghamshire, increase reporting and public confidence in the Police and other agencies to deal with them.	4,000
Nottinghamshire Women's Aid	Women's Counselling Service	A confidential counselling service which offers emotional support to women who have been affected by domestic abuse, helping them recover from their experiences of trauma and its long-term emotional impact.	11,570
Patra Incorporating ACDA	BME steering group	The proposed project is a continuation of the work of BME Steering group which was appointed to oversee and support the implementation of the recommendations of the report; PCC Exploring and improving BME Policing Experiences (2013)	9,000
The Enthusiasm Trust	Enthusiasm Local	To provide activities delivered by local people for young people who are most at risk in order to reduce crime, antisocial behaviour, youth unemployment, community breakdown and social exclusion.	5,000
The Prince's Trust	Moving Lives Forward	Moving Lives Forward offers intensive outreach and mentoring to 72 young offenders/ex-offenders and those at risk of offending/anti-social behaviour, living in Nottingham City, to access and complete Prince's Trust programmes.	18,270
Voluntary Action Broxtowe	Keeping Safe for Vulnerable People	Accessible workshops for those with mental health issues and physical disabilities giving practical support and advice on keeping safe and to feel comfortable in knowing how to report hate crime.	5,688
Working Futures	The Unity Project	The Unity Project engages young people who are considered at risk of offending, using professionally organised sporting events and social education helps to build social understanding and reduce criminal activity.	8,000
			235,455

For Consideration	
Public/Non Public*	Public
Report to:	Strategic Resources & Performance meeting
Date of Meeting:	31st March 2015
Report of:	Paddy Tipping, Police Commissioner
Report Author:	Kevin Dennis
E-mail:	kevin.dennis@nottinghamshire.pnn.police.uk
Other Contacts:	Kevin Dennis
Agenda Item:	6

REFRESHED POLICE AND CRIME PLAN (2015-18)

1.	PURPOSE OF THE REPORT

1.1 The purpose of this report is to provide Members of the Strategic Resources & Performance meeting with a draft copy of the Commissioner's refreshed Police and Crime Plan for 2015-18. See **Appendix A**.

2.	RECOMMENDATIONS

2.1 That the Police and Crime Commissioner approve the final version of the plan for publication:

2.2 That the Police and Crime Commissioner agrees to receive a 6 monthly monitoring report on the actions contained in the strategic framework.

3.	REASONS FOR RECOMMENDATIONS

3.1 The Police Reform and Social Responsibility (PR&SR) Act 2011 places a statutory duty on the Commissioner to publish a Police and Crime Plan for his policing area. Section 5(1) of the PR&SR Act 2011 requires the Commissioner to 'issue a Police and Crime Plan within the financial year in which each ordinary election is held'.

3.2 The Commissioner is required to prepare a draft plan or variation and send a copy to the Police and Crime Panel and have regard to the Panel's recommendations and publish any such response.[a]

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[a] *Police Reform and Social Responsibility Act 2011: Section 5(6) Before issuing or varying a police and crime plan, a police and crime commissioner must— (a) prepare a draft of the plan or variation, (b) consult the relevant chief constable in preparing the draft plan or variation, (c) send the draft plan or variation to the relevant police and crime panel, (d) have regard to any report or recommendations made by the panel in relation to the draft plan or variation (see section 28(3)), (e) give the panel a response to any such report or recommendations, and (f) publish any such response.*

Section 28(3): A police and crime panel must— (a) review the draft police and crime plan, or draft variation, given to the panel by the relevant police and crime commissioner in accordance with section 5(6)(c), and (b) make a report or recommendations on the draft plan or variation to the commissioner.

3.3 On 2nd February 2015, the draft Police and Crime Plan (2015-18) was submitted to the Police and Crime Panel. Any written response received from the Panel will be considered and responded to in line with the legislation.

3.4 Feedback has been received from the Chair of the Police and Crime Panel Mayor of Mansfield Tony Eggington. The Panel's comments have been incorporated into the final version of the plan.

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4. Summary of Key Points

4.1 The Commissioner's first Police and Crime Plan was published in April 2013 aided by the production of a detailed Joint Partnership Strategic Assessment, which led to the identification of seven thematic priorities. This year the process was amended and is now known as the Nottinghamshire Police and Crime Needs Assessment (NPCNA) which was finalised in December 2014. This assessment and its findings are reported on separately.

4.2 The NPCNA has provided the Commissioner with a strategic assessment of current, emerging and long-term threats, harm and risk affecting crime and community safety for Nottingham and Nottinghamshire. The NPCNA has introduced a refreshed approach this year to aggregate the key information from the Force's and Partner's Strategic Local profiles, consultation and engagement findings together with supplementary information into one summary assessment, it is not designed to duplicate or repeat local profiles.

4.3 The purpose of this assessment was to inform the refreshing of the Police and Crime Plan for 2015-18. In this respect, only the key issues arising from the NPCNA are summarised in this refreshed plan. This plan should reflect the views and interests of everyone living and working in Nottingham and Nottinghamshire.

4.4 The first Plan in 2013-18 came into effect on the 1st April 2013 and set the strategic direction for policing and community safety, clearly identifying the seven strategic priority themes and activities to be delivered by the Commissioner, the Force and partners in Nottingham and Nottinghamshire. This plan was refreshed and a second plan published on 1st April 2014. Copies of the previous plans can be downloaded from the Commissioner's web site.[b]

4.5 The Police and Crime Needs Assessment has identified a number of new and emerging issues which will need to be addressed such as tackling hidden crime, cybercrime, increased confidence in reporting leading to rises in violent and sexual crime. Efforts to increase Domestic Violence and Hate Crime reports are likely to lead to an overall increase in Total crime. Increased confidence in reporting crimes of a sexual nature are likely to increase demand and crime levels.

4.6 There is a need for Police and Partners to better understand victims needs especially new and emerging communities and respond appropriately. The Force

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[b]   http://www.nottinghamshire.pcc.police.uk/Public-Information/Police-and-Crime-Plan/Refreshed-Police-and-Crime-Plan.aspx

needs to consider and implement new ways to tackle crime and disorder with diminishing resources through improved partnership working, improving its capability to tackle cybercrime and ensure that technology is fully utilised.

4.7 The Force continues to face substantial cuts to its budget and will need to make further changes to its operating policing model and introduce new ways to secure efficiency savings.

5. Financial Implications and Budget Provision

5.1 Financial implications and budget provision has been highlighted in the refreshed Police and Crime Plan.

6. Human Resources Implications

6.1 Human resource implications are monitored through the Police and Crime Plan and the existing governance arrangements for Workforce Planning with the Force.

7. Equality Implications

7.1 There will be a refresh of the Equality Impact Assessment for the Police and Crime Plan, which will provide key information for future planning for engagement and consultation for the Commissioner.

8. Risk Management

8.1 Risks will be escalated as part of the monitoring of the delivery of the Police and Crime Plan and feed into the Risk Management of the NOPCC.

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

9.1 The seven strategic priorities will continue but in response to the new risks identified a range of new activities will be undertaken and managed through the Commissioner's Delivery Plan.

10. Changes in Legislation or other Legal Considerations

10.1 The NOPCC monitors changes to legislation and identifies key activities and risks through the Police and Crime Needs Assessment. There has been significant activity to ensure that through partnership working that the changes brought in by the Anti-Social Behaviour, Crime and Policing Act 2014 have been implemented. Other legislative changes are included in the NPCNA assessment.

11. Details of outcome of consultation

11.1 There has been ongoing consultation conducted by the Commissioner and Deputy Commissioner, which has included:

- Walkabouts
- Consultation meetings with key stakeholders
- Summer events across the City and the County
- Focus groups with victims and Domestic Violence Survivors
- Online surveys for Restorative Justice

11.2 There has been further consultation for the communities in the Partnership Plus Areas across the County.

11.3 The Chief Constable and his Command team have been consulted on the draft plan and feedback has been taken into account.

11.4 Also, a meeting was held on 8th January 2015 to meet with a range of stakeholders to discuss and receive feedback on both the Police and Crime Needs Assessment and the draft Refreshed Police and Crime Plan (2015-18). This draft takes account of that feedback.

11.5 On 2nd February 2015, the draft Police and Crime Plan (2015-18) was submitted to the Police and Crime Panel. Any written response received from the Panel will be considered and responded to in line with the legislation.

12. Appendices

Appendix A – Draft Refreshed Police and Crime Plan (2015-2018)

13. Background Papers (relevant for Strategic Resources and Performance Meeting)

- Police and Crime Needs Assessment December 2014 (unpublished)

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The Police and Crime Plan (Refreshed)

2015-18

April 2015

Nottinghamshire
POLICE & CRIME COMMISSIONER

Foreword

This is my second refreshed Police and Crime Plan, adapted to take into account our community engagement feedback and the changing nature of the risk and threats that exist within Nottinghamshire. The work already undertaken this year to improve safety against my original pledges will be reported on in more detail in my forthcoming Annual Report in May 2015.

This Plan sets out ambitious crime priorities which I am determined to achieve despite next year's policing grant being substantially reduced by a further 5.1%.

Overall police funding in England and Wales will be cut by 5.1% in 2015-16 which equates to a loss of approximately £11m in Nottinghamshire taking into account inflation which will have a significant impact on our resources.

Nationally, top-slicing has removed £718m from the overall policing budget to fund organisations such as the Counter Terrorism Unit. Of this, some £251m will be set aside for specific policing initiatives including the Innovation Fund and PFI – an increase of 52% in comparison to 2014-15. While some of this funding will be returned to local police forces, many of the initiatives will require police forces to compete for grants.

This is another tough settlement, the consequences of which will be felt locally as we attempt to reduce our budget even further. One way we are trying to address the funding gap is to work more closely with other forces and locally with our public sector colleagues. They too are facing the same pressures and it makes sense to share our resources where appropriate and avoid duplication.

The impact of the funding cuts, however, will inevitably be felt by our communities and as a consequence we have had to redesign how we deliver local policing and how we respond to calls where urgent help is not required in order to match our scarce resources to greatest need.

Similarly, we have agreed with partners in the health sector and local authorities to ensure situations which warrant specialist intervention such as issues of mental health are dealt with by the most appropriate agency rather than the Police.

We have examined all areas of our operation and there is little left to remove from our budget however we will continue to seek out new ways of working to release the savings required next year and in future years and to reduce demand for our services.

We know that more needs to be done but our priority remains to keep our communities safe and protect our frontline capabilities to be able to respond to the public when needed. This is why we have allocated more officers to our public protection department this year to safeguard vulnerable people.

Despite the ongoing financial hardships, I am pleased to have been able to earmark £250,000 from this year's budget to be shared among local grassroots crime prevention projects which aim to reduce crime and antisocial behaviour and protect victims, witnesses and vulnerable people from harm.

In December 2014, small community groups were invited to apply for a slice of this financial support, with individual grants available of up to £25,000 for those projects which can demonstrate a commitment to my Police and Crime Plan objectives.

Furthermore, I am investing £2m from our reserves into proactive work with our partners to tackle Child Sexual Exploitation (CSE) and cybercrime, both of which are recognised as posing increasing risks to our communities. Her Majesty's Inspectorate of Constabularies (HMIC) recently published a report on Child Protection and work is ongoing to ensure the right resources are in place to tackle these critical issues.

Our community safety services across the City and County will benefit from around £3m in the next 12 months. I will also continue to invest in victims' services, a responsibility which transferred to me from October 2014. During 2014-15, I invested £1.5m in helping victims to cope and recover from crime.

Some of the other key achievements and developments during the year include:

- Helped to organise a Hate Conference to better understand hate crime - especially underreporting.

- Launched the 'Street Triage' scheme and have seen a 43.8% reduction in the numbers of non-crime related mental health patients detained in the Force's Custody Suites.

- We have funded the rollout of a nationally recognised 'Best Bar None' scheme aimed at improving management of licensed premises and reducing alcohol-related violence across the county.

- Invited independent research companies to bid for a contract that will enable us to deliver enhanced restorative justice services across the county.

- The Force launched 'Track My Crime' which is designed to make it easier for the victim to access to information.

- Commissioned research to get a better understanding of the scale of repeat shoplifting offending and held a Retail Crime event.

- Developed a Community Remedy Document which sets out how criminal justice partners including the police will deliver court-free sanctions.

- Received nearly £1.7m for body-worn video cameras which will help officers collect evidence of criminality while on the frontline and will also act as a deterrent tool.

- In October 2013 took over responsibility for commissioning local support services to aid the recovery of victims of crime with funding provided by the Ministry of Justice. A Victims' Strategy has been developed and future support services will be delivered by a single provider from April 2015.
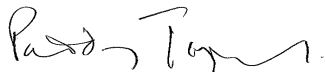
Looking forward, the Police and Crime Needs Assessment has identified a number of new and emerging issues which we will need to address such as tackling hidden crime, cybercrime and increased confidence in reporting leading to rises in violent and sexual crime. Our efforts to increase Hate crime (e.g. sexual orientation, race, disability), reports will also lead to an overall increase in crime.

Understanding the needs of our victims and our new and emerging communities will be key areas of work in the months ahead. We will also need to meet the funding challenge

head-on, exhausting partnership opportunities and ensuring we utilise technology effectively to improve our capabilities.

The Police and Crime Panel has been fully consulted on the shape of my refreshed Plan and support the new areas of focus I have outlined. Together with my Deputy, Chris Cutland, I would like to thank all the police officers, police staff, volunteers, our partners and communities who have been working hard to improve community safety and confidence in Nottinghamshire. Without their dedication and commitment, progress could not be achieved.

Nottinghamshire's Police and Crime
Commissioner: Paddy Tipping

Nottinghamshire's Deputy Police and
Crime Commissioner: Chris Cutland

Contents

1 Introduction

This is the Commissioner's refreshed Police and Crime Plan (2015-18), which sets out the ambitions to be achieved over the next few years and explains what can be expected from policing and community safety in Nottingham and Nottinghamshire.

Crime and public safety matter to everyone, but the police cannot tackle these alone. Reducing crime depends on strong communities, active citizens and agencies that respond to public concerns. The Commissioner's priorities will be achieved through strong partnership working, encouraging more volunteering and engagement with communities to support local crime prevention work and cut reoffending.

The Commissioner intends to continue with the Police and Crime Plan's bold strategies and clear targets to reduce crime, achieve safer communities, improve trust and confidence in high quality policing, ensure fairer treatment of victims and citizens and use public resources wisely. There will however, be a continued focus on improving accessibility and visibility of police officers in our neighbourhoods, preventing crime and tackling violence and anti-social behaviour, implementing the Alcohol Strategy and Action Plan, and working with partners to address complex issues of drug fuelled crime, mental health, improving road safety (which will include prevention education) and rural and wildlife crime that blights our countryside. The Deputy Commissioner will continue to lead work to prioritise improvement to services for victims of domestic violence, and Hate Crime particularly repeat victims.

We are entering a new era for policing and criminal justice reform, which includes Victims Services coming under the responsibility of the Commissioner. This presents opportunities for more joined up multi-agency approaches to delivering policing services, public service integration and co-location with key partners and stakeholders to support and deliver swift and sure justice for victims.

The aggregation of the key factors that need to drive further improvements in policing and community safety for Nottingham and Nottinghamshire are identified below. These activities will help to make Nottingham and Nottinghamshire safer and a more prosperous place for us all to be proud of.

Victims

- Improve the identification and response to 'hidden harm',[1] and under reporting, particularly with regard to vulnerable people and new and emerging communities. Enhance safeguarding for women and children protecting them from violence, abuse, sexual exploitation and human trafficking.

- Ensure targeted provision is available, effective and focused on those most vulnerable to victimisation and offending. Better understand and respond to female genital mutilations (FGM) and Hate Crime. Implement the Victims Code and the new victim support services.

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[1] *Hidden Harm is a term used in the Police and Crime Needs Assessment to define victims who do not report certain crime types to the Police e.g. cybercrime, social media (online bullying), child sexual exploitation, human trafficking, female genital mutilation and new and emerging communities; the consequences of which mean that support to the victim is not provided.*

- Ensure the new 'Integrated Restorative Justice' service is implemented and is victim initiated and ensure that the new Community Remedy is effective.

Communities

- Support and empower local communities in tackling the issues that most affect them and promote targeted multi-agency problem solving approaches.

- Develop and enable volunteering and 'active citizenship' by promoting opportunities for engagement, ensuring initiatives have the support and information they need to be effective.

- Develop a mechanism for defining and monitoring rural crime.

Partnership Working

- Support Multi-agency Integrated Locality Working to tackle the most problematic and complex needs of our communities.

- Explore further opportunities for collaboration and partnership working to improve the resilience and effectiveness of local services as agencies resources continue to reduce and bolster information sharing and joint case work management.

- Support the development of a clear purpose across agencies to deliver improved services and ensure new antisocial behaviour powers are fully utilised.

- Support continued improvements in training, standards and quality of service across crime and community safety agencies in delivering open and accessible services.

- Work to continue as part of the 'Prevention' agenda to improve training and channel referrals to identify and engage with individuals at risk linking work with Health, Education and Higher Education activity to safeguard vulnerable people from harm and utilise target hardening.

- Work with Partners to develop a control strategy around Other Violence and Sexual Crime and introduce measures to reduce and prevent demand for service.

- Develop stronger links between Nottinghamshire Road Safety Partnership and District Community Safety Partnerships (CSPs).

Cyber Crime and Technology

- Develop understanding and responses to the threats of on-line criminality, particularly in reducing risk to those most vulnerable to harm and exploitation.

- Provide support for strengthening prevention and improvements to environmental design, safety and security to reduce the risk of both traditional and on-line victimisation.

- Maximise technology and techniques identifying, anticipating and preventing crime, victimisation and harm.

Collaboration and Efficiencies

- Consider and implement new ways of working to secure greater efficiencies through collaboration with other forces and partners.

2 Realising the Vision

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

The Commissioner aims to deliver his policing priorities over the remaining years in office through law enforcement, crime prevention and also through bringing together communities, the voluntary sector and relevant agencies to ensure that complex problems are addressed through partnership working.

The Commissioner will strive to deliver:

1. Safer communities
2. Improved trust and confidence in policing
3. Value for money policing services

These outcomes will be achieved through the continuing duty to hold the Chief Constable to account for delivering policing, challenging the Chief Constable and other partner agencies to deliver value for money and improve community safety services with fewer resources. The challenges require joined up approaches to ensure that we work with communities to pursue swift and sure justice for victims, prevent crime, protect and intervene early and reduce reoffending.

3 Our Values

The Commissioner's values are core to his way of working. This plan identifies not only what will be tackled but how. He expects officers and police staff to operate with integrity to improve trust and confidence in policing.

The values are:

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

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

Inclusiveness: by working effectively with communities and businesses to tackle crime and anti-social behaviour

Communities: by ensuring fairness, respect and accountability to victims and communities

Empowering: by engaging with victims and communities to help shape policing services and build stronger partnerships

4 Our Challenges

The Commissioner's first Police and Crime Plan was published in April 2013 aided by the production of a detailed Joint Partnership Strategic Assessment, which led to the identification of seven thematic priorities (which will remain). This year the process was amended and is now known as the Nottinghamshire Police and Crime Needs Assessment (NPCNA) which was finalised in December 2014.[2]

The NPCNA has provided the Commissioner with a strategic assessment of current, emerging and long-term threats, harm and risk affecting crime and community safety for Nottingham and Nottinghamshire. The NPCNA has introduced a refreshed approach this year to aggregate the key information from the Force's and Partner's Strategic Local profiles, consultation and engagement findings together with supplementary information into one summary assessment, it is not designed to duplicate or repeat local profiles. A review of national threats applicable to local policing and wider community safety was also undertaken and key threats reported.

The purpose of this assessment is to inform the refreshing of the Police and Crime Plan for 2015-18. In this respect, only the key issues arising from the NPCNA are summarised in this plan. Further detail and source referencing is provided in the NPCNA.

4.1 Police and Crime Needs Assessment (NPCNA): Key Points

The key issues identified through the NPCNA process are listed below structured by the political, economic, social, technological, environmental and legal framework in respect of national and local issues.

Political

- **Terrorism and Domestic Extremism:** to the UK (England, Wales, Scotland and Northern Ireland) the level of threat is 'Severe'. The National Threat level for Irish Related Terrorism is 'Moderate'. Nottinghamshire has no recorded Organised Crime Groups directly linked to Terrorism or Domestic Extremism, however, there are highly organised and sophisticated groups nationally and internationally who could have a potential impact upon Nottinghamshire. The approach to this issue is based around the four principles of Prevent, Prepare, Protect and Pursue.

- **Priorities:** The priorities of statutory partner organisations are many and varied, there is a need to ensure a common language and to identify that most partners share common strategic themes which include; supporting vulnerable victims (particularly victims of domestic and sexual abuse), reducing re-offending (with a predominant focus on acquisitive crime), and reducing the harm caused by drug and alcohol misuse.

- **HMIC Inspections:** HMIC found that whilst there is a strong focus on the victim, the Force needs to ensure that it is consistently carrying out its

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[2] *Nottinghamshire Police and Crime Needs Assessment 2014*

responsibilities under the Victims Code, and some necessary improvements were identified in the management of investigations, evidence gathering, supervision of investigations, capacity and capability to improve the effectiveness of investigations.[3] HMIC identified that police forces in England and Wales have risen to the challenge of austerity, finding almost £2.53bn worth of savings, but the Home Office is predicting that the budget in 2020 will be 50% of what it was in 2010.[4] Currently £13 billion is spent on policing.

- **Reforms:** The national welfare reforms continue at pace and there is likely to be an impact on the Police and Partner agencies as people affected may be more vulnerable to becoming victims or perpetrators of crime as a result of some of these reforms. These reforms are aimed at addressing educational and social failures that can drive problems like gang and youth violence. The welfare reforms aim to give young people better opportunities to access work and overcome barriers to employment. Education reforms aim to drive up pupil performance and increase participation in further study and employment.

Economic

- **Economic Landscape**: The year on year budgetary reductions across all public sector organisations and in turn voluntary sector organisations present further challenges. The crime, community safety and criminal justice landscape continues to undergo rapid and extensive change as a result of political and economically driven reform. In some cases, this has led to the fragmentation of services, loss or dilution of specialist roles and knowledge and more complex delivery arrangements.

- On-going austerity measures and political uncertainty mean that changes are likely to continue over the next three years with potential to impact significantly upon performance and delivery. To date, the Force is on track to achieve its required savings of £47 million over this spending review period. After the first three years the Force had identified £34.3 million of the savings required through restricting and collaborating with other forces. The plans are to meet £12.7 million for 2014-15, and a further £6.4 million savings for 2015-16. The Nottingham City Council has an expected gap of £69 million in its budget up to 2015-16 and Nottinghamshire County Council must reduce its budget by £154 million over the next 3 years.

- The efficiency of the Force requires improvement. HMIC reports that the current Force configuration was increasingly unaffordable in the face of further cost reductions, but there are plans in place.

- Reductions in Partner resources are placing particular strain on capacity to undertake preventative activity which could be critical to reducing longer term future demand on all agencies. Prevention strategies could be better co-ordinated across agencies, particularly in reducing vulnerability to low

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[3]   HMIC: PEEL Assessment 2014

[4]   HMIC: Policing in Austerity 2014

level acquisitive crime and cyber-crime. Force and partners will need to continue to deliver services, which require new ways of working and flexibility to adapt. Target Hardening should be bolstered to prevent burglaries in key hot spot locations across the City and County.

- **Collaboration:** With our regional Forces, and local partners to address capability and capacity to deliver services to meet the needs of the area will need to be extended to new areas. There should be new working arrangements within the collaboration landscape which will provide new ways of working but these are untested.

- **Partnerships:** With a focus on the most problematic cases and localities, targeted multiagency partnership approaches have been recognised as one of the main drivers of improving community safety with a clearer focus on shared priorities and agendas which will help to further improve outcomes for local people.

- **Value for Money:** Continuing need to find efficiency and effectiveness through value for money policing and community safety is even more necessary in time of austerity.

Social

- **Crime and Antisocial Behaviour:** Crime nationally has increased slightly and in Nottinghamshire it's currently +5.4%.[5] Violence continues to be the key driver to the overall increase in All Crime and follows the recent HMIC inspection into crime recording and increased compliance to the national crime recording standards which may account for some of the increase. Other crimes which have seen a significant increase compared to other Forces nationally include: Other Crimes Against Society (ranked 4th, +15.1%), Other Sexual Offences (ranked 5th, +64.8%) and Sexual Offences (ranked 5th, +57.4%), Vehicle Interference (ranked 4th, +181.4%), Public order Offences, (ranked 4th +44.9%).

- **Organised Crime:** The Government regards serious and organised crime as one of the greatest threats to the UK's national security and costs the UK more than £24 billion a year. The National Serious and Organised Crime Strategy is built on the framework used for counter terrorism and sets out how opportunities will be taken to prevent people getting involved in serious and organised crime, strengthen protection against and responses to it, and most importantly to pursue the criminals behind it, prosecuting and disrupting their activities.[6]

- Furthermore, it is estimated that the costs of Organised Crime Groups (OCGs) across various crime types are: drugs supply (£10.7 billion),

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[5] *Analysis of Iquanta Data as of October 2014. This is subject to validation and change but nevertheless is helpful in assessing potential future performance and safety risks.*

[6] *HM Government: Serious and Organised Crime Strategy 2013*

organised fraud (£8.9 billion) and organised immigration crime types (£1.0 billion).[7]

- Threat, harm and risk assessments have highlighted that Higher Tier Organised Crime and Urban Street Gangs are posing the highest level of harm to our communities. There is effective planning in place to tackle Criminal Use of Firearms, Drugs Supply and Possession, burglary dwelling, Child Sexual Abuse and Exploitation, Terrorism and Domestic Extremism, Roads Policing, Burglary Other, Theft from Motor Vehicles, Street Robbery, Public Order and Commercial Robbery. However, planning around Fraud, Rural Crime and Other Theft is being developed.[8]

- **Under Reported Crime:** The NPCNA identifies risks of underreporting in respect of Domestic Abuse, Violence, Hate Crime, Sexual Abuse, against vulnerable people and Cyber Crime. Personally targeted offences against vulnerable people such as domestic and sexual abuse, exploitation, and human trafficking and hate crime remain substantially underreported and as such, the true extent of victimisation remains unknown.[9] It is these areas of 'hidden harm' that present the greatest safeguarding risks to vulnerable victims. Improvements in risk assessment, recording practices, intelligence, information sharing and confidence to report will, however, result in more 'hidden harm' and safeguarding cases being identified.

- It is expected that addressing underreporting will lead to an overall increase in All crime.

- **Drugs and Alcohol:** remain significant drivers of victimisation and offending behaviour, however, the emergence of New Psychoactive Substances (NPSs) and their relatively unknown level of prevalence and impact on crimes remains an area of concern. There is a proliferation of illicit tobacco across the City and its impact on health and community safety (especially accidental fires) and its link to organised criminality.

- **Property Stolen:** The Crime Survey for England and Wales (2014)[10] has identified that cash and wallets are no longer the number one target, now Smartphones are stolen in more than half of all muggings. Figures show that Satnavs have replaced radios and CDs as the top target in vehicle crime. Laptops and jewellery are the most commonly-stolen items in burglaries. The current difficult economic climate has the potential to stimulate demand in the market for stolen and counterfeit goods.

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[7] *Home Office: Understanding organised crime: estimating the scale and the social and economic costs October 2013*

[8] *Nottinghamshire Police's Local Profile, Intelligence Matrix*

[9] *Analysis of Hate Crime during 2013-14 identified that it only represents 1% of All crime in Nottinghamshire. However, the Nottingham Citizens survey work of 1000 hate crime victims in 2014 identified that actual levels are much higher. In addition, feedback from participants at a Hate Crime Conference held in Nottingham in December 2014 supported the view that there is significant underreporting.*

[10] *http://www.ons.gov.uk/ons/rel/crime-stats/crime-statistics/period-ending-june-2014/stb-crime-stats--year-ending-june-2014.html*

- **Victims:** Young people, people from Black and Minority Ethnic Communities and people with complex needs remain the groups with the most disproportionate risk of victimisation and offending. These groups are also least likely to report their victimisation to the police. Age profiling and understanding the risks of victimisation and offending should support reductions in prolific acquisitive offending, youth offending, age vulnerability and changes in the environment that can reduce the opportunity for offending to take place. With an aging population in the County and higher younger population in the City more prevention could reduce offending.

- Furthermore, HMIC has identified that whilst much has been achieved to improve victim's contact and support, more needs to be done and there is a need to put the victim's experience at the centre of policing.

- **Mental Health Issues**: Nottingham City's Mental Health and Wellbeing Strategy, using national survey data, estimated that over 51,000 adults (16+) experience mental health problems in in the City (2014), of whom 41,000 will have common mental health issues such as depression or anxiety, about 7,000 will have post-traumatic stress disorder and 3,000 people will have severe mental health issues such as psychosis or personality disorder. Depression and anxiety problems are often underreported because people do not seek help or they are not always recorded. It should be noted that the prevalence of mental health issues is much higher for those with substance misuse issues.

- Based on the City's crime rate[11] it is estimated that the 3,000 people with severe mental health problems living in Nottingham experienced a total of 874 crimes in a 12 month period, of those, 306 crimes was violence against the person either with or without injury.

- **Low-Level Acquisitive Crimes:** Incidents of low-level acquisitive crime such as shoplifting and bilking are increasing.

- **Public Priorities:** The public's priorities and expectations are clear and have generally remained static, with visible policing, anti-social behaviour and road safety being the most prevalent community concerns. Public confidence in local policing has increased over the last year with higher than the national average for satisfaction.

Technological

- **Cyber Crime:** If there is a single cross-cutting issue that has changed the landscape for serious and organised crime and the response to it, it is the growth in scale and speed of internet communication technologies. The online streaming of real-time child sexual exploitation and abuse is a growing threat. Cyber techniques have proliferated and are used ever more extensively by wider serious and organised crime groups to commit 'traditional' crimes.

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[11] *97.13 crimes per 1000 population (based on the 12 month period August 2013 – July 2014)*

- There is strong evidence to suggest that on-line crime is increasing and often goes unreported. Nationally, one in three adults are estimated to have suffered crime on-line in the last year, compared to only one in five suffering crime 'off-line'.[12] The sexual exploitation of children and its prevalence in society, and the ways in which it can be carried out using modern technology are a concerning threat. There is more that the police and other agencies need to do to understand the magnitude and address the capacity to respond and protect victims.[13]

- **Internet and Social Media:** Recent years have seen a rapid growth in internet access, social media and use of mobile internet-enabled devices across all socio-demographic groups. It is estimated nationally that around 4 in every 5 homes now have internet access, with an average of 3 internet enabled devices in every home. While technological advances continue to enhance the way our organisations operate, communicate and engage with local people, they also create new opportunities for criminality and expose individuals, communities and organisations to new areas of vulnerability.

- There is increasing evidence that the Internet and social media can influence suicide-related behaviour. Important questions are whether this influence poses a significant risk to the public and how public health approaches might be used to address the issue.[14]

- Advances in encryption technology – particularly in the development of new private on-line networks or 'darknets' – are continuing to provide new environments for criminal activity. There needs to be a focus on enabling our services to keep up with and maximise the use of technology and social media to make sure that responding to the changing victim, offender and organisational environment, improving the efficiency and effectiveness of services and identifying and managing risk.

- **Quality:** Improving crime recording and investigations remain high priorities, with the HMIC's PEEL Assessment identifying concerns that crime recording was not as accurate as it should be, this therefore impacts on victims as they may not receive the support they need through the referral mechanisms which is often triggered after a Police risk assessment. In addition, if crime is not recorded accurately this adversely affects Police priorities and the deployment of resources.

Environmental

- **Population:** Nottinghamshire's population continues to grow and diversify. This presents challenges to service providers in providing visible neighbourhood services, maintaining an awareness of local needs and cultures, and ensuring equality of access to local services. For example, the overall population of England has increased by around 5 million since 2001,

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[12] *Home Office: Cybercrime: a review of the evidence summary*

[13] *HMIC: The Strategic Policing Requirement*

[14] *http://www.ncbi.nlm.nih.gov/pmc/articles/PMC3477910/*

to approximately 64.1 million. By 2030, the UK population is set to increase by 9% to 70 million. The population of the UK aged 65 and over has increased to 11.1 million (17.4%) which is predicted to increase by 71%, meaning a cost rise in real terms of more than 50%, which will swell the demand for public services particularly the demand for old age services.[15]

- Nottinghamshire is estimated to have a resident population of 1,091,482 people in total. The greater number of the population lives in the County, 785,802, with 334,303 people in the City. The population has increased by 7% over the last ten years and is projected to continue to grow over the next 5-7 years, with the highest growth projected to be seen in the City, Rushcliffe and Newark and Sherwood Districts.

- **Ethnicity:** In Nottinghamshire the population is predominately 'White British' at 92.64% (nationally 80%), the City has 65.4% population of 'White British' (compared to 81.1% in 2001 being an increase of 19%), with every ethnic group increasing by 142.1% (the largest increase was that of nearly 21,000 in the Asian ethnic groups and the largest percentage increase was in the number of people from mixed ethnic groups, which increased by nearly 12,000 people). Gedling, Rushcliffe and Broxtowe are 93% 'White British'.

- However, Nottinghamshire as a whole is seeing an increase in minority communities, within the last 10 years showing each ethnic group, other than 'White British', seeing a notable increase. In the County, 'Mixed Race Black' shows the highest percentage increase in the last 10 years, with a 108.7% increase in this category. For the whole of Nottinghamshire (City and County), 'Chinese' shows the highest percentage increase in the last 10 years, showing a 139.5% rise.

- **Age:** Overall the County has a slightly older population profile than the national average, with fewer under-16s. Over one quarter (28%) of the population of the City is aged 18 to 29. Fulltime University students make up about 1 in 8 of the population.[16] Almost 15% of the City population is aged 20-24 years, more than double the national average. In the short to medium term, the City is unlikely to follow the national trend of increasing numbers of people over retirement age, although the number aged 85+ is projected to increase. The age profiling provides a projected forecast of demand on key public sector services, together with providing a profile of vulnerability.

- **New and Emerging Communities:** The East Midlands region is projected to experience the fastest population growth of any English region with an estimated increase of 10.5% between 2006 and 2016 this will continue to increase the ethnic diversity within the region. This increase will inevitably impact on the ability of the partnerships to continue to improve performance in relation to crime and disorder.[17]

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[15] ONS: 2013

[16] Nottingham City Economic Review: An Evidence Base for the Nottingham City Growth Plan, Economic Strategy Research Bureau, Nottingham Trent University, February 2012

[17] http://www.nottinghaminsight.org.uk/insight/key-datasets/census-2011.aspx

- There is therefore a greater need to understand and engage with existing, new and emerging communities to identify vulnerability and offending. There are growing opportunities for greater understanding of demand and prevention of crime. Intelligence suggests that aspects of organised crime is becoming more diversified and sophisticated, particularly with regard to the local drugs supply and importation and criminal activity facilitated on-line such as fraud and counterfeiting. This is increasingly presenting new challenges for enforcement agencies which require new skills and ability to advance investigation techniques.

- **Rural Crime:** There are indications nationally that rural crime is becoming more targeted to the people who live in these areas, with increases in the theft of high value farming machinery, equipment such as Land Rovers, trailers, tools, quad bikes, heating oil and red diesel, together with suffering problems of anti-social behaviour, criminal damage, livestock theft and burglary.

- For example, in November 2012, the NFU commissioned a survey of 153 members running farm businesses in the rural area of Nottinghamshire (represents 26% of the County NFU membership). This survey was designed to give an understanding of the perceptions of rural crime and policing in the County.[18] Overall 54% had experienced crime over the previous year, with theft being the most common type of crime experienced – 28% have experienced 'metal theft'; 18% have been victims of 'vehicle or machinery theft'; 16% have experienced 'fuel theft'. A further 10% have experienced 'tool theft' and 4% have had 'animals' stolen. Overall 66% felt that the police do not devote sufficient resources to tackling rural crime, and 54% believed that there was not sufficient action taken after reporting, with 78% not feeling secure.

- Although this survey is 2 years old, feedback from residents attending a Rural Crime event held in Newark in November 2014,[19] suggests that this trend is increasing. The need to classify and identify rural crime trends is increasingly necessary.

- Furthermore, there is a need for more preventative action for members of the rural community through an alerts system, a local neighbourhood policing presence for reporting crime and recovering stolen goods. There is a feeling that the police are less likely to deal with the issues that matter in their area and generally have low confidence in reporting crime.

- **Road Traffic Accidents:** Whilst the number of people killed or seriously injured (KSIs) on Nottinghamshire's roads has decreased,[20] communities particularly in rural areas continue to express concern about road safety.

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[18] *A further survey is to be undertaken in 2015.*

[19] *http://www.newarkadvertiser.co.uk/articles/news/High-tech-help-tofight-rural-crime*

[20] *Between January and June 2014, there was a 16.8% reduction in KSIs. This equates to 38 less KSIs in number terms, although there were three more fatalities against 41 less serious casualties.*

- **Crime Prevention:** With the Prevention Programme established across Nottingham and Nottinghamshire it has presented opportunities to improve the co-ordination of local preventative approaches across all aspects of service delivery in partnership, alongside the potential for predictive analytics to improve the understanding of demand, resource allocation, prevention, early intervention and risk management. These opportunities could be maximised through improvements in the availability and quality of information and wider partnership interoperability and integrated working.

Legal

- **Anti-social Behaviour, Crime and Policing Act 2014:** The promotion of the new Community Trigger[21] could potentially increase reporting of anti-social behaviour and calls for services.

- **The Offender Rehabilitation Act 2014**: Changes in legislation and the implementation of this new Act poses risks.

- **Revised Code of Practice for Victims of Crime:** The Commissioner is an early adopter for victims' services from October 2014, having the responsibility for commissioning the majority of emotional and practical support services for victims of crime in Nottinghamshire, including restorative justice.[22] A key area of improvement will be advanced through the opportunities to enhance the sharing of information and working across agencies to improve reporting, referrals and support pathways for victims.[23]

- There is a revised Code of Practice for Victims of Crime that lists the key entitlements that victims of criminal conduct are entitled to.[24]

- **Information Sharing:** There is a need to overcome data sharing barriers, especially in regards to the tackling of the most problematic people and families across agencies.

4.2 Global Challenges

The following global challenges pose risks to policing:

- Climate Change / Extreme weather conditions

- Spread of disease / pandemics – Ebola, Swine Flu, Bird Flu

- Worldwide Economic Situation – Fragile worldwide economic recovery

- Domestic Extremism and Terrorism – Unrest in the Middle East

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[21] *The provisions of the Anti-social Behaviour, Crime and Policing Act 2014 became effective on 20th October 2014. Some key aspects include Community Remedy and Community Trigger. The Commissioner is considering how best to monitor the use of the powers*

[22] *Ministry of Justice: Our Commitments to Victims September 2014 recommendation*

[23] *Nottinghamshire's Police and Crime Commissioner's Victims' Strategy 2014-17*

[24] *MOJ: Code of Practice for Victims of Crime October 2013*

- Cybercrime and propagation of organised crime via technology

4.3   National Challenges

The following national challenges pose risks to policing:

- The Anti-Social Behaviour, Crime and Policing Act 2014

- The Comprehensive Spending Review – reduced budgets across all partner agencies and the public sector in general; impact on services and resources, and impact on individual citizens.

- The Welfare Reform.

- Public confidence in Policing and public apathy towards Policing, and the overall image of the Policing Service in the eyes of the public nationally as a result of various issues, scandals, crime recording, Police misconduct.

- Crime recording practices as a whole; the loss of national statistics status, reputation and confidence in Police statistics.

- Cybercrime and increase use of social media, particularly for issues of Child Sexual Exploitation.

- Serious and Organised Crime, including human trafficking and exploitation of labour, migration, serious sexual exploitation, female genital mutilation and fraud and identity theft.

- Data Protection / Privacy Laws / Information sharing / civil liberties in line with technology.

- Transforming Rehabilitation: The Offender Rehabilitation Act 2014 made provision for the new National Probation Service.

- The Police Code of Ethics developed by the College of Policing.

4.4 Regional Challenges

The following regional challenges pose risks to policing:

- Reduction in Police Force (and Partner) budgets is leading to a changing landscape of policing, and Police forces are having to organise themselves to ensure they can meet the budget reductions whilst maintaining frontline services and remaining victim focussed.

- Regional collaboration; realising the benefits of collaboration, and making sure lines of accountability are clear within collaborations

4.5 Local Challenges

The following local challenges pose risks to policing:

- Emerging Communities – changing local demographics.

- Diverse and growing population.

- Consultation and engagement with communities.

- Information Sharing.

- Large student population.

- Areas of high need / demand (as assessed through partnerships).

5 Consultation and Engagement

This Nottinghamshire Police and Crime Needs Assessment for 2014 has been produced in collaboration with the Force and local Crime and Community Safety Partnerships and key stakeholders by aggregating their Strategic Assessments, together with consultation and engagement findings and published key reference materials.

Throughout the year, the Commissioner and his Deputy have listened to partners, stakeholders, communities and most importantly many victims of crime. They have learned of their concerns and have sought to better understand how improvements can be made. They have undertaken extensive public consultation on policing and crime and this has been vital to help shape the decisions that have been made during the Commissioner's second year of delivering his Police and Crime Plan.

Some engagement activities include:

- Consulting with the Chairs of Strategic Partnerships

- Walkabouts - in high crime areas across the City and the County

- Public Stakeholder Forums

- Monthly engagement with the Commissioner's BME Steering Group

- The Commissioner's website

- Commissioned focus groups

- Personal Meetings with Members of the Public and Stakeholders

- Police User Satisfaction Survey

- Crime Survey for England and Wales

- Neighbourhood Satisfaction Surveys

- Annual Residents Survey (Nottinghamshire County Council)

- Respect Survey (Nottingham City Council / Nottingham Crime and Drugs Partnership)

- Neighbourhood Priority Surveys (Nottinghamshire Police)

- Social Media (run through Corporate Communications)

- Face to Face and Public Engagements - (through Corporate Communications and also Neighbourhood Policing.)

5.1 Police and Crime Plan Priorities and Budget Consultation 2014/15

A report detailing the results of the various consultation exercises throughout 2014-15 is available on the Commissioner's website.[25] In total, the consultation and engagement activities have captured the views of over 4,000 residents. Some of the key highlights being:

- Overall support for having to remodel policing for Nottinghamshire given the national context of austerity and on-going policing budget cuts (62% of respondents from the online survey).

- 82% of the respondents of the Nottinghamshire Residents Survey did not support savings to local policing.

- Support for investing in preventing crime work and early intervention through education with communities (96.4% of respondents from the online survey).

- Support for joined up working with other agencies through multi-agency hubs, supported by training and information sharing, particularly for areas such as domestic violence, child abuse and other serious crime (92.8% from the online survey).

- Support for collaboration with other forces (85.7% from the online survey).

- Identified that there should be clear communication with communities, particularly for reporting crime, also promoting the confidence to contact the police for less serious issues to pass on intelligence, but a clear definition of an emergency would be useful to promote together with the numbers to call other than 999.

- General support for specialist investigative teams to assist with bringing more people to justice, and focusing on protecting vulnerable people against crime such as child sexual exploitation, domestic violence (86% from the online survey).

- Support for victims of crime having a single point of contact throughout their journey.

- Acceptance that new communication and social media are important tools for policing, but should not be the only method of communicating with the public.

- Support for a named Police Officer for each area (82.2% from the online survey), need to improve response times.

- General support for volunteering, with 86% of respondents from the Nottinghamshire Residents survey having participated in volunteering over the last 12 months.

- Support for increasing PCSO powers, or more Police Staff to ensure that Police Officers are utilised for jobs requiring warranted powers (82.1% from the online survey).

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[25] *Police and Crime Plan Priorities and Budget Consultation 2014/15 - Evaluation of Findings*

- Recognised importance for offering restorative justice where appropriate, with specific emphasis on it needing to be victim led.

- There were concerns for closing police buildings, but general support for increasing visibility of officers (85% from the online survey), ensuring that they are enabled with technology to be as visible and accessible in their communities and focused on tackling local issues, with a recognition that there needs to be a focal point/base of some sorts.

- Support for spending more on drug and alcohol related crime and exploiting new technology to assist tackling some crimes.

- Concern that there needs to be an equitable distribution of resources across the City and County.

- Find savings through reducing the number of senior ranks, number of meetings Police Officers attend and find savings through reducing bureaucracy.

- Prepared to pay more for policing (48.2% from the online survey) 53% of respondents from the Nottinghamshire Residents Survey said they would be prepared to pay more for policing, with 14% responding maybe.

- Improve road safety awareness and tackle illegal / dangerous parking.

- 33% of respondents were very satisfied, with 47% fairly satisfied (Nottinghamshire Residents Satisfaction Survey), with their local area.

- The overall proportion of respondents feeling respected all or most of the time by local public services (61%) has decreased by 4% since the 2012 survey (Nottinghamshire Residents Satisfaction Survey).

- Three quarters (75%) of all respondents reported feeling safe (either very or fairly safe) in their local area when outside after dark (Nottinghamshire Residents Satisfaction Survey).

- Perceptions of anti-social behaviour being a very or fairly big problems being: noisy neighbours (4%/7%), groups of people hanging around the streets (5%/13%), rubbish or litter lying around (10%/16%), vandalism, graffiti and deliberate damage to property or vehicles (5%/11%), people being drunk or rowdy in public places (7%/9%), people using or dealing drugs (9%/11%), people being attacked/harassed because of their skin colour /ethnic origin/religion (1%/4%), abandoned or burnt out vehicles (0%/2%) (Nottinghamshire Residents Satisfaction Survey).

- Preferred method of obtaining information about the Commissioner, being through local newspapers and newsletters (20% and 23% from the Nottinghamshire Residents Survey).

- Importance business areas identified for review in the Nottinghamshire Residents survey are:
  - Stop and search – very important (33%), important (46%).
  - Recruitment and retention of police officers – very important (59%), important (36%).
  - Hate crime related to disability – very important (47%), important (43%).

5.2 Consultation Summary

The Commissioner has taken these findings into consideration and where possible has included activities in his Delivery Plan shown as **Appendix A**.

Consultation and engagement with stakeholders and members of the public helps inform the Commissioner's priorities and activities to be delivered in his Police and Crime Plan. Crime figures and reported incidents alone cannot be the sole basis upon which resources are deployed. For example, the Chief HMIC Tom Windsor in his Annual Assessment of Policing[26] argues that one of the most significant problems faced by society – and therefore its police – is unreported crime. Many crimes are unreported, and of course it is impossible accurately to measure the size of the problem.

Therefore, a judgement has to be made on all available information especially incidents types which are historically underreported to the police such as Hate Crime and Cyber Crime.

6 Partnership Priorities

The Police Reform and Social Responsibility Act 2011[27] places a mutual duty on the Commissioner and responsible authorities in the Community Safety Partnerships (CSPs) to cooperate to reduce crime, disorder and reoffending. There is also a similar reciprocal duty on the Commissioner and Criminal Justice bodies to cooperate.

6.1 Nottingham Crime and Drugs Partnership (CDP) Priorities

Locally the Force is innovative in how it works with the City Council, through joint management of council employees, officers and police staff to tackle anti-social behaviour and prevent crime. The CDP priorities are to tackle:

- Other Violence
- Burglary
- Drug and Alcohol Misuse
- Domestic Violence
- Anti-Social behaviour

The CDP will focus on:

- High Impact Neighbourhoods. (These are the priority problem places, premises and people for partnership focus through locality working and problem solving).

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[26] *State of Policing: The Annual Assessment of Policing in England and Wales 2012/13, Her Majesty's Chief Inspector of Constabulary, London, 31 March 2014 (Para 1.15).*

[27] *Police Reform and Social Responsibility Act 2011*

6.2 Safer Nottinghamshire Board (SNB) Priorities

The SNB priorities are to tackle:

- Serious acquisitive crime
- Violent crime
- Domestic violence
- Anti-Social behaviour
- Drugs and alcohol
- Youth issues
- Hate crime

The SNB will focus on:

- Partnership Plus Areas (These priorities are being directed towards fifteen PPAs, together with three more discretional areas nominated by each of the CSPs, having the highest levels of priority crimes)

7 Strategic Policing Requirement (SPR)

There are some aspects of policing that require a national response, balancing between localism and national requirements. The Strategic Policing Requirement (SPR), sets out the national threats and the appropriate national policing capabilities that are required to counter those threats.[28] The Commissioner and the Chief Constable are required to have due regard to the SPR.[29]

The Home Secretary has recently brought in urgently-needed legislation which will give the UK some of the toughest powers in the world to tackle the increasing threat from international terrorism and domestic extremism.[30] This will bolster existing powers to disrupt the ability of people to travel abroad to fight, reduce the risks they pose on their return and combat the underlying ideology that feeds, support and sanctions terrorism. Some new key risks identified include:

- Understanding the vulnerabilities for individuals and groups to get involved in Terrorism and Domestic Extremism
- Unplanned public disorder
- Business continuity - climate risks such as flooding, loss of power, cyber incident etc.

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[28] *Section 77 of the Police Reform and Social Responsibility Act 2011 requires the Home Secretary to issue a strategic policing requirement.*

[29] *Home Office: Strategic Policing Requirement 2012*

[30] *Home Office: Counter-Terrorism and Security Bill 2014*

8 Delivering Our Strategic Priorities

Taking account of the performance challenges and risks identified in the Police and Crime Needs Assessment and feedback received from the consultation and engagement exercises, the strategic priorities remain the same. However, in order to tackle or mitigate the risks, a number of additional activities will be undertaken. These will be monitored and reported on a quarterly basis. Some key activities are summarised in the following sections in relation to each of the seven strategic themes.

Appendix A provides a detailed overview of the Commissioner's Strategic Framework, outlining the priorities and their supporting actions to be delivered.

8.1 Protect, support and respond to victims, witnesses and vulnerable people

Improve the identification and response to 'hidden harm', particularly with regard to vulnerable people and new and emerging communities.

- Work collaboratively to review and address current and future gaps in public protection and safeguarding capacity, advocacy and voluntary agencies.

- Work with communities, local agencies and academia to develop a greater understanding of 'hidden harm', particularly by improving third party reporting, improving confidence amongst those least likely to report victimisation and supporting targeted training and awareness raising activity across agencies and communities.

Ensure targeted provision is available, effective and focused on those most vulnerable to victimisation and offending.

- Work to profile age, communities and vulnerability, particularly focused on exploitation, disabilities, mental health and vulnerability.

- Support targeted engagement activity with young people, particularly in improving trust and confidence in the police and other agencies and increasing opportunities for young people to report victimisation.

- Assess the impact and coverage of youth diversionary activities across Nottinghamshire, capture and disseminate good practice and respond to key gaps in service provision.

- Improve communication and consultation with those at risk and vulnerability.

8.2 Improve the efficiency, accessibility and effectiveness of the criminal justice process

Support and empower local communities in tackling the issues that most affect them and promote targeted multi-agency problem solving approaches.

- Raise awareness and maximise the use of tools and powers available to communities and partners in preventing, tackling and responding to crime and anti-social behaviour in their area, including problem solving

methodologies, community trigger and the use of out of court disposals and restorative justice.

- Work collaboratively to understand and support the needs of new and emerging communities and ensure crime and community safety agencies are open, accessible and representative of their local communities and working together to empower community action.

8.3 Focus on priority crime types and those local areas that are most affected by crime and anti-social behaviour

Support Multi-agency Integrated Locality Working and Citywide Tasking to tackle the most problematic and complex needs of our communities

- Integrated and coordinated working across services will tackle the most problematic and complex needs of victims and perpetrators.

- Building on the review of the Partnership Plus Areas of the County's Safer Nottinghamshire Board, for integrated services including, local authorities, Housing, Troubled Families, Social Care, Health and Education to improve targeted service delivery within an environment of diminishing resources focusing on areas and individual needs.

- Promote innovation and maximise opportunities to work smarter through integrated service delivery where there are clear benefits.

- Other Crimes Against Society, Sexual Offences, Vehicle Interference and Public order Offences have increased significantly and will need to be monitored closely

Explore further opportunities for collaboration and partnership working to improve the resilience and effectiveness of local services as agencies resources continue to reduce.

- Strengthen strategic partnerships within and beyond Nottinghamshire and develop further clarity of the shared purpose and outcomes for crime and community safety.

- Maximise partnership opportunities to disrupt and dismantle organised criminality via local.

- Organised Crime Partnerships, particularly in tackling the organised drug markets that impact upon the area.

- Promote positive action for anti-social behaviour.

8.4 Reduce the impact of drugs and alcohol on levels of crime and anti-social behaviour

Support the development of a clear purpose across agencies to deliver improved services.

- Develop clarity and understanding across agencies with regard to roles, responsibilities and outcomes in response to priority individuals and locations, particularly with regards to the factors that drive vulnerability such as age, mental health, disability, hard to reach community, new and

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emerging communities, financial hardship, and problematic alcohol and substance misuse.

- Develop approaches to tacking areas of risk through links to organised crime.

8.5 Reduce the threat from organised crime

Work to continue as part of the 'Prevent' agenda to improve training and channel referrals to identify and engage with individuals at risk linking work with Health, Education and Higher Education activity to safeguard vulnerable people from harm.

- Develop work to understand the threat of extremism and domestic radicalisation.

- Develop work for tackling and dismantling organised crime for child sexual exploitation, human trafficking, forced marriage and female genital mutilation through local, regional and national working.

- Develop work on risks posed by Foreign National Offenders.

Develop understanding and responses to the threats of on-line criminality, particularly in reducing risk to those most vulnerable to harm and exploitation.

- Develop the understanding of the scale and impact of cyber-crime and cyber-enabled crime and explore the potential for local organisations to counter these threats, particularly through education and awareness raising approaches.

- Review gaps in the technology, capacity and capability available to respond to new criminal techniques and practices and seize opportunities to use technology and social media to make communities safer, including targeted engagement and greater use of open source intelligence.

8.6 Prevention, early intervention and reduction in reoffending

Support for strengthening prevention and improvements to environmental design, safety and security to reduce the risk of both traditional and on-line victimisation.

- Continue to support the development of the coordinated cross-agency prevention strategy and targeted education and early intervention approaches – particularly in response to emerging risks such as harmful sexual behaviour, substance misuse, low level acquisitive crime, cyber-crime, fraud, areas of high demand crime and anti-social behaviour, including night time economy.

- Conduct clear inter-agency communication and educational campaigns targeted at vulnerable groups.

Maximise technology and techniques identifying, anticipating and preventing crime, victimisation and harm.

- Test and exploit opportunities for predictive analytic approaches across agencies.

- Improve intelligence and data sharing.

8.7 Spending your money wisely

Develop and enable volunteering and 'active citizenship' by promoting opportunities for engagement, ensuring initiatives have the support and information they need to be effective.

- Develop areas of volunteering, especially increasing the number of Special Constables to police crime in rural areas.

- Improve communication and education for those at risk.

- Develop age, risk and community targeted communication and engagement.

Support continued improvements in training, standards and quality of service across crime and community safety agencies in delivering open and accessible services.

- Drive improvements in the quality, recording, management and sharing of information within and between agencies, particularly in identifying and responding to vulnerability and informing our understanding of current and future risk.

- Collectively review gaps in services, specialist knowledge and expertise in view of significant changes to the crime, community safety and criminal justice environment, particularly where key roles have been lost or diluted.

9 Measuring How Well We Are Doing

The Commissioner has been working with the Force and partners to identify the measures and targets that will monitor the delivery of the Police and Crime Plan and demonstrate efficient and effective policing in Nottinghamshire. The targets and performance indicators are shown in the following tables listed under the Commissioner's seven strategic themes.

Strategic Priority Theme 1: Protect, support and respond to victims, witnesses and vulnerable people			
Measure		Objective	Target
1	Percentage of victims of crime that are completely, very or fairly satisfied with the service they have received from the police	A year-on-year improvement in satisfaction levels	90% of victims completely, very or fairly satisfied
2	Percentage of victims and witnesses satisfied with the services provided in court	A year-on-year improvement in satisfaction levels	An increase in the percentage of victims and witnesses satisfied compared to 2014-15.
3	Percentage of people who agree that the police and council are dealing with local anti-social behaviour (ASB)	A year-on-year improvement in agreement levels	60% agreement by 2015-16

	and other crime issues		
4	Percentage reduction of people that have been repeat victims within the previous 12 months	Reduce the number of repeat victims of domestic violence, hate crime and ASB	a) A reduction in the number of repeat victims of domestic violence compared to 2014-15 b) A reduction in the number of repeat victims of hate crime compared to 2014-15 c) To monitor repeat victims of anti-social behaviour incidents d) To monitor the number of domestic abuse incidents and crimes and proportion which are repeats[31]
5	Public confidence in reporting offences to the police	i) Encourage the increased reporting of serious sexual offences and sexual offences as a whole	To monitor the number of Serious Sexual and sexual offences as a whole
		ii) Encourage the increased reporting of domestic abuse (incidents and offences)	To monitor satisfaction levels of victims of domestic abuse through the Force Victim Surveys
		iii) Encourage the increased reporting and identification of Hate Crime	To monitor the number of Hate Crimes and proportion which are repeats.[32]
6	The number of people Killed or Seriously Injured (KSIs) on Nottinghamshire's roads	i) 40% reduction in all KSI RTCs by 2020 (from 2005-09 average)	To maintain a reduction in the number of persons KSI on Nottinghamshire's roads, in-line with the Nottinghamshire Road Safety Partnership target of a 50% reduction by 2020 (from the 2005-2009 baseline).[33]
		ii) Monitor KSIs for 0-15 year olds	The number of KSIs for 0-15 year olds
7	The number of non-crime related mental health patients detained in custody suites	Reduce the number of non-crime related mental health patients detained in custody suites	A reduction in the number of non-crime related mental health patients detained in custody suites compared to 2014-15
8	Percentage of incidents responded to within the target time	Ensure that demand for service is responded to appropriately by reducing demand and attending Grade 1 and 2 calls quickly	To monitor the percentage of Grade 1 and Grade 2 Incidents attended within the prescribed timescales.

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[31] *DV Victims with the highest level of repeats (over a two year period) will be further monitored through the PCC Delivery Plan.*

[32] *It is expected that first time reports of Hate Crime will increase and repeat Hate Crimes will reduce.*

[33] *This can be monitored according to an annualised (calendar year) target, which will be calculated at the start of each year*

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

	Measure	Objective	Target
1	Percentage of Crown Court files to be submitted by the police to the Crown Prosecution Service on time and without errors	A continued improvement in the quality and timeliness of files submitted by the police to the Crown Prosecution Service	An improvement in the quality of files as monitored through the 6 weekly audit of files by the Operational Business Support Unit, with good performance and areas for development reported through the Crime and Justice Operational Performance review and PCC delivery Plan.
2	Crown Court and Magistrates conviction rates	A continued improvement in the conviction rates for the Crown Court and Magistrates Court	To record a conviction rate in line with the national average
3	Early Guilty Plea Rate for the Crown Court and Magistrates Court	The Police and CPS to effect continued improvement in the Early Guilty Plea rate for the Crown Court and Magistrates Court	a) An increase in the Early Guilty Plea rate compared to 2014-15. b) To be better than the national average
4	Percentage of effective trials in the Magistrates' and Crown Courts (HMCTS Measure)	The Police and CPS to effect continued improvement in the Effective Trial Rate for the Crown Court and Magistrates Court	a) Reduce % ineffective trials due to prosecution team reasons compared to 2014-15. b) Achieve a year on year improvement in effective trial rates.

Why is it important?

Partnership working to improve an efficient and effective criminal justice system.

Improving efficiency and effectiveness in the criminal justice system for positive outcomes for victims and witnesses.

The Commissioner is focused on the needs of victims, and supporting them to take an active role in restorative justice.

Strategic Priority Theme 3:		
Focus on those priority crime types and local areas that are most affected by crime and anti-social behaviour		
Measure	Objective	Target
1 — Reduction in 'All Crime' across the Force	i) Reduce Crime in Nottinghamshire with a focus on reducing offences which have a high victim impact and reducing offences in those local areas which experience a high level of crime.	a) A reduction in All Crime compared to 2014-15.[34]
		b) A reduction in the number of victim-based crimes compared to 2014-15.[35]
		c) To monitor the number of offences in those local areas which experience a high level of crime.[36]
	ii) To ensure that rural crime does not increase	To monitor the proportion of rural crime compared to 2014-15.[37]
2 — Reduction in anti-social behaviour (ASB) incidents across the Force	Reduce ASB incidents in Nottinghamshire with a focus on those local areas which experience a high level of ASB	A reduction in ASB incidents in line with the long-term target of a 50% reduction by 2015-16 (compared to the 2011/12 baseline)
3 — The detection rate (including Positive Outcomes) for Victim-Based Crime	i) An improvement in the detection rate (including positive outcomes) for victim-based offences	a) An increase in the detection rate for victim-based crime. b) To monitor the proportion of Community Resolution disposals. c) To monitor Detection rate for Total Crime.[38]
	ii) To ensure the appropriate and effective use of Community Resolution disposals	a) To monitor the proportion of Community Resolution disposals. b) To monitor Detection rate for Total Crime
Why is it important?		

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[34] *It is recognised that first time reports of DV, Hate Crime and serious sexual crime will increase. However, by taking positive action to reduce repeat victimisation overall crime should still reduce.*

[35] *In support of this target, Burglary Dwelling, Robbery and Violence with Injury will be priority areas.*

[36] *PPA areas in the County and High Impact Areas in the City*

[37] *This is a new target and will require development through a small project group. To be reported in Quarter 3 and 4.*

[38] *New monitoring arrangements will be introduced in the PCC Delivery plan for crimes where a suspect has been identified (especially for violence and sexual crimes) to ensure that all possible enforcement action is being taken.*

There is a national target to reduce crime.

Priority focus on prevention to reduce demand, with continuing multi-agency action to tackle anti-social behaviour and manage high volume offenders to reduce the number of victims.

The Commissioner is now responsible for commissioning victim services.

It's important that any changes to the Police operating model does not have any adverse impact on rural communities.

A range of activities will be undertaken to encourage increased reporting of DV, Hate Crime and sexual crime. Increased public confidence will lead to increased reporting levels.

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

Measure		Objective	Target
1	The number of Alcohol-related crimes	Reducing alcohol related crime and ASB[39]	a) To monitor the number of crimes and ASB which appear to be alcohol-related b) To monitor the proportion of alcohol-related violent crime
		Reduce alcohol related crime and ASB in the Night Time Economy (NTE)	To monitor the number of violent crimes and ASB which appear to be alcohol-related in the NTE.
2	Reoffending of drug fuelled offenders in the Force IOM cohort	An evidenced improvement in reoffending levels and seriousness of offences committed by drug-fuelled offenders in the IOM cohort	To monitor the number and seriousness of offences committed by drug-fuelled offenders in the IOM cohort (2 cohorts throughout the year will be monitored quarterly)

Why is it important?

Alcohol misuse has been linked to more than 1 million crimes in the UK each year, particularly violent crime and disorder.

The Commissioner's Alcohol Strategy and Action Plan identifies key activities to tackle alcohol-related crime.

Consultation has indicated that alcohol-related violence, anti-social behaviour, and drug dealing are major concerns for local people.

The introduction of the Anti-social Behaviour, Crime and Policing Act has introduced new powers for policing and community safety. The number of times the new ASB Powers are utilised will be monitored through the PCC Delivery Plan.[40]

Improving data quality will help managers better understand the problem and help determine where to deploy resources and more importantly learn what works.

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[39] *The PCC Delivery Plan will monitor data quality in order to better understand the nature of alcohol-related crime.*

[40] *ASB Powers: Community Remedy, Community Trigger, Civil injunction, Criminal behaviour order, Dispersal power, Community protection notice, Public spaces protection order, Closure power.*

Strategic Priority Theme 5:
Reduce the threat from organised crime

	Measure	Objective	Target
1	The number of Proceeds of Crime Act (POCA) confiscation and forfeiture orders	To improve the POCA process and maximise opportunities to publicise successful POCA operations in order to improve public confidence	A 10% increase in the number of orders compared to 2014/15
2	Force threat, harm and risk (THR) assessment level	To meet the Strategic Policing requirements of capability and capacity	To reduce the Threat, Harm and Risk below the 2014-15 level
3	Reported drug offences	To encourage the increased reporting of offences of the production and supply of drugs	To monitor the number of production and supply of drugs offences
4	The number of Cybercrimes	To better understand and tackle cybercrime through identification and monitoring cybercrime[41] levels.	Monitor the number of Cybercrimes in 2015-16 to establish a baseline.[42]

Why is it important?

There are further opportunities to generate income from those involved in organised crime under the Proceeds of Crime Act.

The threat of an increase in organised crime is highlighted as a national risk, and under the Strategic Policing Requirement (SPR) the Commissioner and the Chief Constable are required to maintain sufficient capacity and capability to support the national Organised Crime Strategy.

Cybercrime is increasing and affecting more and more victims, it's important to increase our understanding to protect victims.

Strategic Priority Theme 6:
Prevention, early intervention and reduction in re-offending[43]

	Measure	Objective	Target
1	Reoffending of offenders in the Force IOM cohort	An evidenced improvement in reoffending levels and seriousness of offending from offenders in the IOM cohort	Monitor the number and seriousness of offences committed by offenders in the IOM cohort[44] (2 cohorts throughout the year will be monitored quarterly)
2	Youth Offender reoffending rates	To better understand youth reoffending	To monitor reoffending rates and

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[41] *'Cybercrime' is a term used to define any crime that takes place online or where a where a digital system is targeted by means of a criminal attack*

[42] *New Measure - Performance to be reported by Quarter 3 after consultation with Police College.*

[43] *The recidivism rate of persistent shoplifters will be monitored through the PCC Delivery Plan. Also, the recidivism rate for offenders subject to Community Remedy will be monitored.*

[44] *Monitoring this year will provide a baseline for future targets setting.*

		and to create a baseline for future performance monitoring	offending levels of youth offenders in the Youth Justice System
3	Community Resolutions for Youth Offenders	To better understand recidivism in Youth Offenders following a Community Resolution disposal, and to create a baseline for future performance monitoring	To monitor reoffending in Youth Offenders who have received a community resolution

Why is it important?

Current figures for proven reoffending show that the percentage of offenders who go on to commit a further offence within 12 months needs reducing.

The Commissioner will focus on prevention to reduce demand, securing justice for victims and reducing reoffending to reassure the public and improve confidence in policing.

It's important to understand how effective out of court Disposals especially community Remedy and other Restorative Justice outcomes.

Strategic Priority Theme 7: Spending your money wisely			
Measure		**Objective**	**Target**
1	Make efficiency savings	Make savings in line with MTFP by the end of each financial year Ensure that detailed plans are in place to ensure the savings target is met.	£11m
2	Total number of days lost to sickness	Reduce the number of days lost to sickness to ensure that the Force remains in line with national trends	a) 3.7% for officers (8.2 days) b) 3.7 % for staff (8.2 days)
3	BME representation	To reduce the gap in current BME representation within the Force and local BME community representation in respect of: Recruitment for officers and staff to reflect the local community	Increase BME representation within the Force to reflect the BME community[45]
4	Improve data quality[46] and compliance with national recording standards.	To improve the quality and integrity of data recording to ensure that crime is better understood, ethically recorded and responded to.	Compliance rate with national recording standard in respect of Total Crime.[47]

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[45] *The overall objective is for the Force to represent the community it serves. The county BME population is 11.2%.*

[46] *Data Quality to be monitored through the PCC Delivery Plan to evidence that quality is improving.*

[47] *Performance for Violent crime, Sexual Crime and compliance rates prior to intervention to be monitored through the PCC Delivery Plan.*

10 Accountability

The Police and Crime Plan sets out the Commissioner's governance and accountability arrangements; these are further outlined in the Commissioner's Governance Framework.[48] The Commissioner has produced his Annual Governance Statement, reporting against the 'Delivering Good Governance' principles. There has been an annual governance review and the production of the Group Statement of Accounts for 2013-2014[49] which reflects the financial position of meeting continued savings of around £10m each year while increasing visibility and accessibility of policing. There has also been the production of the Code of Corporate Governance which sets out the standard that the Commissioner and the Chief Constable will govern as separate corporations sole.

11 Resourcing Our Priorities

Overall police funding in England and Wales will be cut by 5.1% in 2015-16 which equates to a loss of approximately £10m in Nottinghamshire taking into account inflation.

A total of £718m will be top-sliced from the policing budget to fund national organisations such as the Counter Terrorism Unit. Of this £251m is set aside for specific policing initiatives including the Innovation Fund and PFI – an increase of 52% in comparison to 2014-15. Some of this funding will be returned to local police forces however many of the initiatives will require police forces to compete for grants.

The Chief Constable is appointed by the Commissioner to deliver local policing in line with the priorities set out in his Police and Crime. The Commissioner is also responsible for the provision of resources for policing services. In the current year, 2014-15 the Force has a budget of £193.8m to police a population of approximately 1.1million.

To date over £50 million of efficiencies has been delivered to balance the budgets since austerity measures were taken by the government. There is an identified need to find on average £10 million in savings each year is set to continue.

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[48] *Governance Framework*

[49] *Nottinghamshire Police and Crime Commissioner and Group Statement of Accounts 2013-2014*

11.1 Police Employees

The table below details the staffing levels as of November 2014. It can be seen that there are 2,095 Police officers, 63 of which are externally funded.

POLICE EMPLOYEES AS OF NOVEMBER 2014	Police Officers			Police Staff			Employees	PCSOs (included within Staff)	
	Substantive Actual FTE	Externally Funded Actual FTE (B)	Total PCs	Substantive Actual FTE	Externally Funded Actual FTE (B)	Total Police Staff	Grand Total (Excl B)		Substantive Actual FTE
Local Policing									
City	613	22	635	167		167	780	City	129
County	750	2	752	249	38	287	999	County	199
Contact Management	22		22	301	1	302	323		
Sub-Total	**1,385**	**24**	**1,409**	**717**	**39**	**756**	**2,102**	**Total**	**328**
Specialist Services									
Crime & Justice	367	6	373	402	21	423	769		
OSD	145	1	146	19	-	19	164		
Regional	99	32	131	27	1	28	126		
	611	**39**	**650**	**448**	**22**	**470**	**1,059**		
Command	4		4	5		5	9		
Corporate Services	32		32	321		321	353		
	2,032	**63**	**2,095**	**1,491**	**61**	**1,552**	**3,523**		

There is 1,552 Police staff, of which 61 are externally funded. Included within Police staff, there are 328 PCSOs. In total excluding externally funded Police officers and Police staff, there are 3,523 employees.

11.2 Efficiency Savings

In order to continue delivering the required efficiencies the Force is developing a programme of significant transformational change, through its 'Delivering the Future' Programme. From the initial Target Operating Model work the Force identified a series of activity under the banner of 'Designing the Future'. Throughout the first half of 2014-15 this work has been developing and the Force has now moved into 'Delivering the Future' phase of this key activity. This will change the way in which the policing service in Nottinghamshire is provided in the future. Delivering the Future (DtF) is largely predicated on a different workforce mix of Police Officers and staff supported by a focus on reducing demand at the point of first contact.

The reduction in the size of the police estate and rationalisation of front counters will help to make efficiency savings. The focus will be on maintaining a police presence to support the vision of policing; through more partnership co-location, digitalisation and agile working.

To achieve further efficiencies there will be increased work in collaboration with our regional police forces and the development of collaboration at a local level with partners. We all need to reduce services together to ensure burdens are not transferred.[50]

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[50]   Reference: Police and Crime Panel budget papers 3 February 2014

The table below summarises the savings plans currently in place for the next four years including the savings which are planned from 'Delivering the Future' activity shown against the business area delivering the savings.

PLANNED EFFICIENCY SAVINGS	2015-16 £m	2016-17 £m	2017-18 £m	2018-19 £m
Business & Finance	2.6	0.3	0.0	0.0
EMSCU Income Generation	0.0	0.0	0.0	0.0
EMSCU Procurement Related	0.8	0.3	0.3	0.3
Estates/Facilities	0.4	0.0	0.0	0.0
Transport	0.8	0.0	0.0	0.0
HR	0.3	0.3	0.0	0.0
IS	0.5	0.6	0.0	0.0
Other	0.7	2.8	1.1	0.4
Total Corporate Services	**6.1**	**4.3**	**1.4**	**0.7**
Local Policing	2.8	5.0	2.0	0.0
Specialist Services	1.3	2.2	2.8	2.1
PCC	0.1	0.0	0.0	0.0
Other	0.8	0.0	0.0	0.0
Total efficiency savings	**11.0**	**11.5**	**6.1**[51]	**2.8**

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.

The estimated funding for the Commissioner over the next four years is as follows:

FUNDING AVAILABLE	2015-16 £m	2016-17 £m	2017-18 £m	2018-19 £m
Police & Crime Grant	126.8	120.3	114.3	108.6
Council Tax Legacy Grant	9.7	9.7	9.7	9.7
Precept	51.7	53.4	54.5	55.6
Collection fund surplus/(deficit)				
TOTAL	188.2	183.4	178.5	173.9

Collection fund balances are unknown at this stage with declarations from billing authorities not being due until 31st January. If there is a net surplus this will be transferred to the Grants and Commissioning Reserve.

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[51] *Some of the figures in this table (2017-18) have been rounded up but the £6.1m figure is correct.*

The net expenditure requirements are provided below:

EXPENDITURE SUMMARY	2015-16 £m	2016-17 £m	2017-18 £m	2018-19 £m
Previous year net expenditure	193.8	188.2	183.5	178.5
Net changes for pressures	8.4	10.9	3.7	1.8
Net expenditure requirement	202.2	199.1	187.2	180.3

The summary financial position is detailed below:

TOTAL NET EXPENDITURE	2015-16 £m	2016-17 £m	2017-18 £m	2018-19 £m
Policing element				
Net Expenditure	197.7	194.6	182.7	175.8
Savings efficiencies & reserves	(10.9)	(11.4)	(6.0)	(2.7)
Sub-total	**186.8**	**183.2**	**176.7**	**173.1**
Grants & Commissioning				
Net Expenditure	4.5	4.5	4.5	4.5
Savings efficiencies & reserves	(0.1)	(0.1)	(0.1)	(0.1)
Sub-total	**4.4**	**4.4**	**4.4**	**4.4**
Total Net Expenditure	**191.2**	**187.6**	**181.1**	**177.5**
Financing Available				
Grants	136.5	130.0	124.0	118.3
Precept	51.7	53.4	54.5	55.6
TOTAL FINANCING	**188.2**	**183.5**	**178.5**	**173.9**
Contribution (from) Reserves	(3.0)	(1.0)		
Further (savings) required	0.0	(3.1)	(2.5)	(3.6)

The Commissioner recognises that achieving these levels of efficiencies will be challenging, but he has mapped out a robust programme of work and monitoring with the Force.

12 Delivering Value for Money

The commissioned Deloitte Base Budget Review and the HMIC annual Value for Money (VFM) Profiles have identified the following ten key areas for savings, which form part of an improvement plan of action for the Force which is monitored by the Commissioner:

- Fleet management
- Reduce demand and deployment

- Airwave Radio – use of radios and other technology

- Corporate Services

- Estates management

- Criminal Justice

- Procurement

- Workforce modernisation

- East Midlands Collaboration Programme

- Finance

13 Smart Commissioning

The Commissioner commissions the majority of community safety work through city and county community safety partnerships, which bring together local stakeholders and 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; and directly commissions other services such as target hardening.

On 1 October 2014 the Commissioner became responsible for commissioning local victim support services, a role previously held by Ministry of Justice (MoJ). Since then, he has commissioned Victim Support to continue to provide a core victim support service, as well as commissioned domestic and sexual violence services previously supported by MoJ. At the time of writing Nottinghamshire Office of the Police and Crime Commissioner (NOPCC) is procuring separate, but integrated, victims and restorative justice support services to be operational from April 2015. The Deputy Commissioner is working very closely with local authorities including public health, clinical commissioning groups and NHS England to co-commission future specialist domestic and sexual violence support services.

Appendix A: Strategic Framework

BUILDING SOCIAL CAPITAL – Refreshed Police and Crime Plan 2015 – 2018				
The Vision 'The People's Commissioner'	…giving victims and citizens a bigger VOICE in policing to achieve a safer Nottingham and Nottinghamshire…	**To achieve outcomes of:** • Safer communities • Improved trust and confidence in policing • Delivering value for money policing services	**To achieve objectives of:** • Reduced crime and anti-social behaviour • Fairer treatment of victims and citizens • Better use of resources	**To be measured by demonstrating:** • Ranked in the top 10 Police forces for reducing crime • Ranked in the top 5 forces for victims satisfaction • Efficient and effective use of budget and resources • Increased representation of BME through recruitment

REDUCING CRIME AND ANTI-SOCIAL BEHAVIOUR BY WORKING WITH COMMUNITIES, BUSINESSES, PARTNERS, VOUNTARY AND THIRD SECTOR		
Pledges	1. Campaign against Government funding cuts to Nottinghamshire's Police budget 2. Improve Community Policing across Nottinghamshire by taking on 150 extra Police Officers and 100 PCSOs 3. Work in Partnership to reduce anti-social behaviour 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

COMMUNITY ENGAGEMENT AND CONSULTATION						
We Value	Victims – by listening and taking action to protect and safeguard vulnerable people	Openness – by putting victims and the public at the heart of open and transparent decision-making	Inclusiveness – by working effectively with communities and businesses to tackle crime and anti-social behaviour	Communities – by ensuring fairness, respect and accountability to victims and communities	Empowering – by engaging with victims and communities to help shape policing services and build stronger partnerships	DELIVERING GOOD GOVERNANCE

STRATEGIC THEMES AND KEY ACTIVITIES FOR THE DELIVERY PLAN							
1. Protect, support and respond to victims, witnesses and vulnerable people	**2. Improve the efficiency, accessibility and effectiveness of the criminal justice process**	**3. Focus on priority crime types and those local areas that are most affected by crime and anti-social behaviour**	**4. Reduce the impact of drugs and alcohol on levels of crime and anti-social behaviour**	**5. Reduce the threat from organised crime**	**6. Prevention, early intervention and reduction in reoffending**	**7. Spending your money wisely**	**Principle 1:** Focusing on the purpose of the PCC and the Force, and on outcomes for the community, and creating and implementing a vision for the local area. **Principle 2:** Leaders, officers and partners working together to achieve a common purpose with clearly defined functions and roles. **Principle 3:** Promoting values for the PCC and demonstrating the values of good governance through upholding high standards of conduct and
1C1. Invest in market development and commission universal and targeted services for victims. 1C2. Continue to improve BME community experience of policing and implementation at the 'Commissioner's research recommendations. 1C3. Better understand, support and respond to female genital mutilations (FGM). 1C4. Work with safeguarding partners to increase awareness and understanding of child sexual exploitation, missing children, hidden harm and provide support to victims with partners. 1C5. Undertake research into new and emerging communities and their impact on offending and victimisation. 1F1. Identify the value and extent of	2C1. Provide leadership and ensure criminal justice partners implement victims code (LCJB – sub–groups) to ensure services are victim centred. 2C2. Ensure new 'Integrated Restorative Justice' service is implemented and is victim initiated. 2C3. Undertake regular dip samples of victim impact statement to improve quality. 2F1. Implement domestic violence 'live' links project with CPS and Courts. 2F2. Work with other Forces in the region to implement a new,	3C1. Continue to support partnership working in high crime neighbourhoods in the City and County. 3C2. Commission and produce an ASB leaflet to improve public and partners understanding of new ASB powers and tools 3C3. Implement a 'target hardening scheme with County Council. 3C4. Work with Partners and Force to better understand and respond to wildlife crime in rural areas (see also 3F2). 3C5. Better understand 'fear of crime' and how it can be reduced. 3F1. Implement operational control strategies for priority	4C1. Review and implement the refreshed alcohol action plan, including 'Blue Light Project. 4C2. Ensure the newly commissioned County CJIT[52] substance misuse service is effective and achieving stated outcomes. 4C3. Following 4F4, hold a best practice event in quarter 4 (2015-16) to identify best practice in respect of utilisation of new ASB powers. 4F1. Reduce the demand for the supply of illegal drugs, tackling class A drug trafficking, closing crack houses and disrupt cannabis cultivation. 4F2. Continue to implement	5C1. Ensure partnership structures are in place in the City and County (including Trading Standards) to tackle serious and organised crime; specifically cybercrime; illicit tobacco, drugs, fraud, money laundering sexual exploitation and human trafficking. 5C2. Ensure support partnership work between colleges, schools, prisons and Councils to prevent people being drawn into terrorism (new legal duty). 5C3. Work with Trading Standards to ensure that mainstream activity	6C1. Work in partnership to ensure street triage is continued and vulnerable people, including young people are dealt with more appropriately outside of custody. 6C2. PCC to grant aid positive activities for young people most at risk of getting involved in offending not provided elsewhere. 6C3. Monitor the impact on re-offending and out of out of court disposals, including cautions, PND and 'community resolution!' 6C4. Support IOM GPS tagging pilot to reduce re-offending by people involved in shop theft. 6C5. Undertake research and engagement activity with young people. 6C6. Work with schools to ensure that the crime prevention features in core curriculum.	7C1. Support the implementation on the new policing model 'Designing the Future', including introducing prison handling teams. 7C2. Ensure the Force achieves a balance budget and delivers the required efficiency savings. 7C3. Achieve greater financial savings and improve service delivery through collaboration with other Forces and organisations. 7C4. Implement and promote the social responsibility strategies. 7C5. Submit bids to maximise funding opportunities nationally. 7C6. Rationalise the police estate and support joint service centre with partners. 7F1. Recruit more volunteers (especially BME) to support	

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[52] CJIT – Criminal Justice Intervention Team

Child Sexual Exploitation (CSE), specifically in relation to children and human trafficking. 1F2. Review staffing arrangements within DTF model to ensure sufficient resources within SEU. 1F3. Work with Adult and Children's safeguarding colleagues and IOM Partners to create an approach to managing high risk domestic abuse perpetrators. 1F4. Produce a problem profile to better understand and engage with new and emerging communities. 1F5. Identify repeat DV victims with the highest level of repeats (over a two year period for violence where a further crime has occurred within the last two months. 1F6 Consider using technology in rural areas to support farmers e.g. Farm Watch and smartphones. 1P1. City and County to co-commission with the PCC domestic violence and sexual violence services. 1P2. Better protect and reduce violence to young women and girls and gangs. 1P3. Increase reporting of hate crime and provide dedicated resources to support victims. 1P4. Develop and implement a plan to respond to the Commissioner's and CCGs Mental health Summit held in September 2014.	criminal justice service. 2F3. Crime Recording Data Quality to be improved and monitored to ensure that quality is improved. 2F4. Utilise the power to stop and search in a necessary and proportionate manner, sharing data and encouraging greater scrutiny. 2F5. Improve the quality and timeliness of files submitted by the Police to the Crown Prosecution Service. 2P1. Ensure greater scrutiny and promote a better understanding of out of court disposals, including a review of 'community remedy'. 2P2. Publicise, where possible the outcome of criminal cases to improve public confidence. 2P3. Reducing Reoffending Board to work with the National Probation Service and 'Reducing Reoffending Partnership' (CRC) and other agencies to ensure 'integrated offender management arrangements are maintained and effective.	crime types. 3F2. Work with partners to protect local environments and Wildlife Crime 'through' cross border working. 3F3. Develop a mechanism for defining and monitoring rural crime by postcode if possible. 3F4. Roll out a case management system to improve the sharing of information between partners (e.g. ECINS). 3F5. Consider extending Operation Graduate in the City to cover holiday periods and extend to the County. 3F6. Further develop a Control Plan for Other Violence so incidents are fully understood/responded to. 3F7. Monitor 'Other Crimes Against Society', 'Other Sexual Offences' and 'Sexual Offences', 'Vehicle Interference' and 'Public Order Offences'. 3P1. Design and implement a new 'Neighbourhood Locality Working Model' in the County and align with City wide tasking model. 3P2. Develop a better understanding of agencies roles, responsibilities and powers to improve local tasking arrangements and locality working. 3P3. Develop stronger links between Nottinghamshire Road Safety Partnership and District community safety partnerships to improve road safety.	multi-faceted partnership problem solving plans for each of the key night time economies (NTEs). 4F3. Ensure a smooth transition to NHS England of Custody Health Provision. 4F4. Ensure that the new ASB Powers are fully utilised to reduce ASB and monitor (quarterly) the number of times the different powers are utilised by Districts and City. 4F5. Work with Partners and YOTs to develop a Community Remedy Plus to support young people at risk of further offending. 4P1. City and Districts to ensure the robust enforcement of licensing conditions for pubs and clubs causing the most concerns. 4P2. Nottingham Crime and Drugs Partnership to commission new Criminal Justice Substance Misuse Service for Nottingham City (see also 4C2). 4P3. Better understand the prevalence and impact on crime and new psychoactive and legal substances on crime through substance misuse needs assessment.	tackles OCGs. 5F1. Utilise POCA powers more effectively for criminal investigation. 5F2. Work with partner agencies to protect more individuals vulnerable and human trafficking. 5F3. Direct young people away from being involved in organised crime through IOM, Troubled Families and Vanguard Plus. 5F4. Develop the Force's physical, people and cyber measures to combat organised crime. 5F5. Utilise automatic number plate (ANPR) technology to deny criminals use of the road. 5F6. Produce serious and organised crime profiles to support partnership working. 5F7. Secure a better understanding, monitoring and checking of foreign national offenders. 5F8. Provide crime prevention advice on how to protect victims (especially vulnerable) from cybercrime. 5P1. CDP to provide PCC funding to support interventions to combat gangs and youth violence including BME young people.	6F1. Utilise integrated offender management, (IOM) to reduce crime by high risk offenders. 6F2. Adopt an integrated partnership approach to preventing demand for public, private and third sector. 6F3. Support multi-agency public protection arrangements (MAPPA) to manage the most dangerous violent and sexual offenders. 6F4. Establish stronger and collaboration partnerships to tackle personal robbers. 6F5. Reduce the recidivism rate for persistent shoplifters compared to 2014-15. 6F6. Bolster monitoring/ review arrangements for crimes where a suspect has been identified (especially for violence and sexual crimes) to ensure that all possible enforcement action is being taken. 6F7. In support of Community Remedy, establish mechanisms to ensure young people are appropriately referred to support agencies (see also 4F5). 6F8. Work with Partners and take steps to enhance intelligence gathering e.g. communities, rural crime and cybercrime. 6F9. Ensure that crime prevention, reducing demand and bureaucracy is central to mainstream activity. 6P1. Partners to ensure that suitable accommodation is made available to avoid vulnerable young people with mental health concerns being detained in custody and develop an appropriate place of safety. 6P2. Focus on those individuals and families that cause the most demand to public organisations. 6P3. Support Public Health England's 'Liaison and Diversion scheme.	policing, including cadets, rural specials, specials, volunteer PCSOs and neighbourhood watch. 7F2. Create a regional Police business service with Northants. 7F3. Support the introduction of a Regional and Operational Support Unit with Leicestershire, Lincolnshire and Northamptonshire. 7F4. Introduce more agile mobile data solution for police officers and staff to make them more effective. 7F5. Provide dedicated high visibility cars and encourage more voluntary speed watch schemes. 7F6. Ensure that 'Designing the Future' maintains access to services and effective communication to provide public reassurance by publicising positive good news stories (see also 2P2). 7P1. Greater commissioning and pooling budgets to achieve greater efficiency and deliver service improvement for domestic abuse and sexual violence services. 7P2. Work with partners to better understand, prevent and reduce demand and take steps to bolster community volunteering. 7P3. Ensure there is practical information sharing agreements in place to support multi-agency and locality working. 7P4. Ensure greater alignment of public organisations efficiency and transformational programmes.	behaviour. Principle 4: Taking informed and transparent decisions which are subject to effective scrutiny and managing risk. Principle 5: Developing the capacity and capability of the PCC, officers of the PCC and the Force to be effective. Principle 6: Engaging with local people and other stakeholders to ensure robust public accountability.

PERFORMANCE MANAGEMENT (BALANCED SCORECARD)

• Improve satisfaction for victims and witnesses in policing and court • Improve confidence with anti-social behaviour and crime • Reduce number of repeat victims • Reduce number of people killed or seriously injured on our roads	• Improve timeliness and quality of court files • Improve Magistrates and Crown Courts conviction rates • Improve effective trials	• Reduce 'All Crime' across the Force • Reduce anti-social behaviour • Improve detection	• Reduce the number of alcohol-related crimes • Reduce drug related reoffending • Encourage reporting drug related offences	• Improve the number of Proceeds of Crime Act (POCA) confiscation and forfeiture orders • Reduce threat, harm and risk (THR)	• Reduce reoffending • Improve understanding of youth offending • Improve understanding of recidivism in youth offenders following community resolution	• Make efficiency savings • Monitor total number of days lost due to sickness • Improve BME representation	

For Information	
Public/Non Public	**Public**
Report to:	**Strategic Resources and Performance Meeting**
Date of Meeting:	**31 March 2015**
Report of:	**The Chief Constable**
Report Author:	**Performance & Reporting Team**
E-mail:	**mi@nottinghamshire.pnn.police.uk**
Other Contacts:	
Agenda Item:	**7**

Performance & Insight Report

1. Purpose of the Report

1.1 The purpose of this report is to inform the Office of the Police and Crime Commissioner (OPCC) of the key performance headlines for Nottinghamshire Police.

2. Recommendations

2.1 It is recommended that the contents of the attached report are noted.

3. Reasons for Recommendations

3.1 To ensure that the OPCC is aware of performance in line with the Force priorities.

4. Summary of Key Points

4.1 The summary tables in the attached report provide an overview of performance across the seven Police and Crime Plan objectives. Performance compared to target as well as trends in the short and long-term are considered. Appendix A provides a breakdown of the methodology employed, and Appendix B provides additional tables and charts. To summarise the headline targets:

4.1.1 Victim Satisfaction – current rate is 85.6%, 4pp away from target, long-term trend is deteriorating, Force is in-line or better then peers and is recording a similar satisfaction rate to that recorded 12 months ago.

4.1.2 All Crime Reduction – Force is recording a +6.6% increase compared to the previous year, following recent months of improvements.

4.1.3 Ensure Balanced Budget – Savings of £12.7 million need to be made in 2014/15. The Force is currently off target.

5. Financial Implications and Budget Provision

5.1 There are no immediate financial implications relating to this report.

6.   Human Resources Implications

6.1   There are no immediate Human Resource implications arising from this report.

7.   Equality Implications

7.1   There are no equality implications arising from this report.

8.   Risk Management

8.1   Please see attached Appendices A and B.

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

9.1   There are no policy implications arising from this report.

10. Changes in Legislation or other Legal Considerations

10.1 There are no changes in legislation or other legal considerations that are relevant to this report.

11.   Details of outcome of consultation

11.1 The figures included in this report are covered in more detail in each of the individual Performance and Insight Reports and are monitored through; Operational Performance Review, Joint Performance Board, Corporate Services Board and the Force Executive Board meetings on a monthly basis.

12. Appendices

12.1 Appendix A provides the methodology in terms of short and long-term trend analysis. Appendix B provides additional tables and charts.

Business & Finance

Performance & Insight Report

Police & Crime Plan Objectives One to Seven

Performance to February 2015

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Executive Summary				
Strategic Priority Theme 1: Protect, support and respond to victims, witnesses and vulnerable people				
Measure	Current Performance - Year-To-Date to February 2015			
	Performance / Difference		Short-term Trend	Long-term trend
1	Percentage of victims that are completely, very or fairly satisfied with the service provided	85.4% 🟡	🔶	🔻
2	Percentage of victims and witnesses satisfied with the services provided by the Courts	96.9% 🟢	△	▲
3	Percentage of people who agree that the Police and Council are dealing with local ASB and other crime issues	60.4% 🟢		🔶
4	Percentage reduction of people that have been repeat victims within the previous 12 months	Repeat DV +4.3% 🟡 % DV Victims 38.4% Repeat HC +27.5% 🔴 Repeat ASB +9.9%		
5	Public confidence in reporting offences to the Police	Serious Sex +69.0% Domestic Ab -6.0% DA Sat 88.3% Hate Crime +23.0%		
6	The number of people killed or seriously injured (KSIs) on Nottinghamshire's roads	-6.5% 🔵		
7	Non-Crime Mental Health related detainees	-54.0% 🔵		

Strategic Priority Theme 2: Improve the efficiency, accessibility and effectiveness of the Criminal Justice System				
Measure	Current Performance - Year-To-Date to February 2015			
	Performance / Difference		Short-term Trend	Long-term trend
1	Percentage of Crown and Magistrate's Court files submitted to the CPS on time and without errors	CC Quality -0.4pp 🟢 CC Time -0.4pp 🟢 MC Quality +0.5pp 🟢 MC Time -0.7pp 🟡	🔶 🔶 🔶 🔶	
2	Crown Court and Magistrate's Court conviction rates	CC 83.2% 🟢 MC 83.7% 🟡		
3	Early guilty plea rate for Crown Court and Magistrate's Court	CC 36.4% 🟡 MC 67.2% 🟢		

| 4 | Percentage of effective trials in the Magistrates' and Crown Courts (HMCTS Measure) | CC 47.9% 🟢 MC 39.5% 🟡 | | |

Strategic Priority Theme 3: Focus on those priority crime types and local areas that are most affected by Crime and Anti-Social Behaviour				
Measure		Current Performance - Year-To-Date to February 2015		
		Performance / Difference	Short-term Trend	Long-term trend
1	Reduction in 'All Crime' across the Force	+6.2% 🔴	▽	▽
2	Reduction in Anti-Social Behaviour (ASB) incidents across the Force	+9.3% 🔴	▽	▲
3	The detection rate (including positive outcomes) for Victim-Based Crime	-3.0pp 🟡	▽	▼

Strategic Priority Theme 4: Reduce the impact of drugs and alcohol on levels of Crime and Anti-Social Behaviour				
Measure		Current Performance - Year-To-Date to February 2015		
		Performance / Difference	Short-term Trend	Long-term trend
1	The number of alcohol-related crimes	Crime +5.0% ASB +11.0%		
2	Re-offending of drug fuelled offenders in the Force IOM cohort	**Q3 14/15 – Q2 14/15** IOM ST -50% Frequency -13 pp. Binary IOM 🟡 -44% Frequency -9 pp. Binary Seriousness Score 1; -50% Seriousness Score 2; -48%	▽	▽

Strategic Priority Theme 5: Reduce the threat from organised crime			
Measure	Current Performance - Year-To-Date to February 2015		
	Performance / Difference	Short-term Trend	Long-term trend
1 Reported drug offences	-3.4%	△	△
2 The number of Proceeds of Crime Act (POCA) confiscation and forfeiture orders	+16.5% ●		
3 Force Threat, Harm and Risk (THR) assessment level	●		

Strategic Priority Theme 6: Prevention, early intervention and reduction in re-offending			
Measure	Current Performance - Year-To-Date to February 2015		
	Performance / Difference	Short-term Trend	Long-term trend
1 Re-offending of offenders in the Force IOM cohort	**Q3 14/15 – Q2 14/15** IOM ST -50% Frequency -13 pp. IOM ● -44% Frequency -9 pp. Seriousness Score -50% (1) -48% (2)	▽	◆
2 Youth Offender re-offending rates	Ci 29.3%		
3 Community Resolutions for Youth Offenders			

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Strategic Priority Theme 7: To spend your money wisely		Current Performance - Year-To-Date to February 2015		
Measure		Performance / Difference	Short-term Trend	Long-term trend
1	Make efficiency savings	-£0.4m	🟡	🟢
2	Ensure balanced budget	-£1.0m -0.7%	🟡	🟡
3a	Total number of days lost to sickness (Officers)	3.87%	🔴	🟡
3b	Total number of days lost to sickness (Staff)	3.30%	🟢	🟢
3c	BME representation	4.2%	🟡	🟡

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

Measure		Target Profile	Current Performance - Year-To-Date to February 2015			
			Performance / Difference	Short-term Trend	Long-term trend	Summary
1	Percentage of victims of crime that are completely, very or fairly satisfied with the service they have received from the police	90% of victims completely, very or fairly satisfied	85.4% ●	◆	▼	Performance has seen deterioration over the last year, and the most recent figure, covering satisfaction for incidents reported in the 12 months to December, contrasts with 87.0% for the same period last year. Vehicle crime, particularly theft from vehicle, continues to be the driving influence, while there is some evidence of a downward trajectory in satisfaction for victims of violent crime. There remains a significant difference between the divisions in terms of the headline figure (City 83.6%, County 86.7%), and vehicle crime satisfaction is the differentiating factor. The Force is above peers, both nationally and when compared to the Most Similar Group (MSG) average (based on 12 months of interviews ending December 2014).
2	Percentage of victims and witnesses satisfied with the services provided in Court	An increase in the percentage of victims and witnesses satisfied compared to 2013/14	96.9% ●	△	▲	Around 99% of victims and witnesses responding were satisfied or very satisfied with the services provided in Court in December. Figures for the 12 months to December show that more than nine in every ten respondents were satisfied in comparison with the 2013/14 level of 95.7% (April 2013 - March 2014).

3	Percentage of people who agree that the Police and Council are dealing with local Anti-Social Behaviour and other crime issues	60% agreement by 2015-16	60.4%	🟢	n/a	▲	**Current performance covers interviews in the year to September 2014.** The Force is 0.4pp above target and is showing quarterly improvements with each release of the data.
4	Percentage reduction of people that have been repeat victims within the previous 12 months	A reduction in the number of repeat victims of Domestic Violence compared to 2013/14	+4.3%	🟠	n/a	n/a	There has been a 4.3% increase in the number of repeat victims of Domestic Abuse. This resulted from a 2.0% increase in the City, and a 5.9% increase in the County. The proportion of all Domestic Abuse which are repeats remains stable at 38.4%, a slight decrease on the previous year. When Domestic Abuse Incidents are excluded, the proportion drops to 20.7% which is a decrease on the previous year.
		To monitor the proportion of Domestic Violence which are repeats	38.4%		n/a	n/a	
		A reduction in the number of repeat victims of Hate Crime compared to 2013/14	+27.5%	🔴	n/a	n/a	Numbers of repeat victims of Hate Crime continue to grow, with 14 more offences recorded year-to-date. The increases recorded occurred on both City (6) and County (8) Divisions.
		To monitor repeat victims of Anti-Social Behaviour incidents	+9.9%		n/a	n/a	Numbers of repeat victims of ASB are beginning to stabilize in line with overall ASB, with the majority of the increase predominantly in the City Division (19.9%).
5	Public confidence in reporting offences to the police	To monitor the number of Serious Sexual offences	69.0%		n/a	n/a	There have been 543 additional Serious Sexual Offences recorded by the Force year-to-date. This equates to a 69% increase. Both Divisions are recording increases (City 80% and County 61%). This has been discussed at the monthly Joint Performance Board, and it was agreed that changes in practices regarding the recording of crime, particularly Sexual Offences mainly account for the increases.

		To monitor the number of Domestic Violence incidents and crimes	-6.0%	n/a	n/a	In terms of Domestic Abuse, crimes year-to-date have increased by 6%, whilst numbers of incidents appear to have reduced by 11% due to a tagging issue which has been raised at both the Joint Performance Board and Information Assurance Board.
		To monitor satisfaction levels of victims of Domestic Abuse through the Force victim surveys;	88.3%	◆	n/a	Results of the Domestic Abuse Victim Satisfaction Survey for incidents reported in the 12-months to the end of November 2014 demonstrate that around nine in every ten victims satisfied with the whole experience (508 out of 575 respondents). While there remains insufficient data to determine whether there has been a statistically significant change in terms of a year-on-year comparison, the 12-month rolling figures for the most recent six months continue to suggest a downward direction of travel.
		To monitor the number of Hate Crimes	+23.0%	n/a	n/a	There has been 23% increase in the numbers of recorded Hate Crime, which equates to 157 additional offences. Public Order Hate Crimes have seen the biggest increase (31%, 108 offences), when compared to Victim-Based (15%, 49 offences). Eighty-three of the additional Public Order Hate Crimes were recorded in the County Division, whilst 34 of the additional Victim-Based Hate Crimes, occurred in the City. Given this, it is clear that County Division is driving Force performance.

| 6 | The number of people Killed or Seriously Injured (KSIs) on Nottinghamshire's roads | To maintain a reduction in the number of persons Killed or Seriously Injured on Nottinghamshire's roads, in-line with the Nottinghamshire Road Safety Partnership target of a 40% reduction by 2020 (from the 2005-2009 baseline)

This can be monitored according to an annualised (calendar year) target, which will be calculated at the start of each year

Monitor KSIs for 0-15 year olds | -6.5% ●

-34.3% | | | **Reported on quarterly:** Calendar year data to June shows that the Force is currently recording 16.8% less KSIs than in the previous period, the national average figure for the same period is +4%. This equates to 38 less KSIs in number terms. The 2014 total was 35 confirmed fatalities which is 4 more than 2013. December 2013's big spike in fatalities wasn't repeated in 2014. It should also be noted that there has been a quite considerable increase in the numbers of slight injury collisions, up 8.6% or 126 more than reported in the same period last year, with particular spikes involving pedal cyclists (up 48%) and motorcyclists (up 38%). Q4 preliminary data is likely to see a deterioration in the KSI figure. October saw 40 serious collisions against 18 last year, November had 33 against 19 in 2013. Only December saw an improvement with 23 against 30 in 2013. The slight collision figure is also on an upward curve.
Operation Drosomter 4 was completed and saw in excess of 6000 fatal 4 offences detected. The Christmas drink drive figures suggest our ability to impact on anti-drink drive activity is reducing – the number of tests and arrests was down on 2013.
Definitive Q3 figures will not be available until late February but it is anticipated that 2014's KSI final figure is going to show a modest increase on 2013's figure – (+1 – 5% range). This is in line with the national picture but contextually 2013 saw a -20.2% reduction. Period Q3 and Q4 is where we went from positive position to a negative one. |

| 7 | The number of non-crime related mental health patients detained in custody suites | Reduce the number of non-crime related mental health patients detained in custody suites | -54.0% ● | | | There was a 54.0% reduction in the numbers of non-crime related mental health patients detained in the Forces Custody Suites. This includes those patients referred to Custody Suites from other agencies i.e. hospital Section 136 suites. To provide a wider context, overall S136 detainees have reduced by 39.3%, with a 32.7% reduction in the numbers presented to hospital S136 suites. There are a number of reasons for custody suites being the first place of safety[1], sadly the reason is not recorded or recorded as 'other' in a number cases. |

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[1] *Reason not recorded, suite full, suite refused, suite has no staff, male on suite, female on suite, too violent, detained for safety, and other.*

Strategic Priority Theme 2: Improve the efficiency, accessibility and effectiveness of the Criminal Justice System					
Measure	Target Profile	Current Performance - Year-To-Date to February 2015			
		Performance / Difference	Short-term Trend	Long-term trend	Summary
1 Percentage of Crown and Magistrates' Court files to be submitted by the police to the Crown Prosecution Service on time and without errors	A reduction in the error rate and late rate compared to 2013/14	CC Quality ● -0.4pp	◆ [2]	n/a	A new quality review system is being implemented through the Prosecution Team Performance management meeting. Data is not yet available for this measure. Data shown reflect performance to March 2014. At this time the Crown Court continued to meet target in terms of both file quality and timeliness. The Magistrates Court on the other hand, were achieving target in terms of file quality but not in terms of timeliness.
		CC Time ● -0.4pp	◆ [1]	n/a	
		MC Quality ● +0.5pp	◆ [1]	n/a	
		MC Time ● -0.7pp	◆ [1]	n/a	
2 Crown and Magistrates' Courts conviction rates	To record a conviction rate in line with the national average	CC 83.2% (3.9pp) ●	n/a	n/a	Year-to-date data to January 2015 show that Nottinghamshire have a Crown Court conviction rate of 83.2%, 3.9pp higher than the national average, and in line with the East Midlands average rate of 82.7%.

Magistrates' Courts recorded an 83.7% conviction rate year-to-date, placing Nottinghamshire 0.3pp away from the national average, but in line with the East Midlands average rate of 83.5%. |
| | | MC 83.7 (-0.3pp) ● | n/a | n/a | |

[2] *Performance on all of the criminal justice measures remains stable in the short-term, however it is not possible to make accurate long-term judgments regarding trend due to a lack of available data*

3	Early Guilty Plea Rate for the Crown Court and Magistrates' Court	An increase in the Early Guilty Plea rate compared to 2013/14	CC 36.4% (-0.8pp) 🟡	n/a	n/a	Improving performance over recent months has moved the Crown Court to just 0.8pp away from target. However, in comparison to the national average, the Crown Court still remains above target by 1.9pp, this is mainly due to declining performance nationally (-2.0pp) which is in contrast to the region (-3.3pp). The Magistrates' Courts on the other hand continue to maintain improved performance recording a 2.0pp increase on last year, whilst this still places the Magistrates' Courts 3.6pp below the national average.
			MC 67.2% (+2.0pp) 🟢	n/a	n/a	
		To be better than the national average	CC Nat Ave: 34.5% 🟢	n/a	n/a	
			MC Nat Ave: 70.8% 🟠	n/a	n/a	
4	Percentage of effective trials in the Magistrates' and Crown Courts	Reduce % of ineffective trials compared to 2012/13	CC +2.4pp 🟡	n/a	n/a	Data to January 2015 show that the Crown Court has increased the rate of ineffective trials by 2.4pp to 17.3%. Magistrates' Courts have seen a slight increase of 0.2pp to 22.7%. In terms of the effective trial rate, Crown Court has improved by 1.4pp to 47.9% just 1.4pp below target. Whilst Magistrates' Courts have seen a slight drop of -0.8pp to 39.5%.
			MC +0.2pp 🟡	n/a	n/a	
		Achieve an effective trial rate of 50%	CC -2.1pp 🟡	n/a	n/a	
			MC -10.5pp 🔴	n/a	n/a	

Strategic Priority Theme 3: Focus on those priority crime types and local areas that are most affected by Crime and Anti-Social Behaviour						
Measure		Target Profile	Current Performance - Year-To-Date to February 2015			
			Performance / Difference	Short-term Trend	Long-term trend	Summary
1	A reduction in All Crime, particularly Victim-Based Crimes compared to 2013/14	A reduction in All Crime compared to 2013/14	+6.2% ●	▽	▽	The Force continues to show a decline in performance year-to-date (+6.2%). Both Divisions are showing increases with City up 5.5% and County 6.8%. These increases are being driven by all Districts within the County, particularly on County East (+10.5%). In the City, City South is currently recording an increase of 14.0% compared with City Centre where there is a reduction of 1.9%. Month-to-date performance shows a 6.7% increase for February 2015 compared to February last year, showing an improving picture in recent months which may result in the Force ending the year below the projected 6.8% increase out-turn.
		A reduction in Victim-Based Crimes compared to 2013/14	+5.6% ●	▽	▽	There have been increases recorded in both Victim-Based and Other Crime Against Society, hence there being a smaller increase in Victim-Based Crimes than for 'All Crimes'. There has been an deterioration on the 5.5% increase reported last month, due to a much month-to-date increase of 7.0% for the month of February. Again performance is being predominantly driven by greater increases in the County (6.0%) than the City (4.9%).

		To monitor the number of offences in those local areas which experience a high level of crime	Ci +6.0%	n/a	n/a	In the Priority Plus Areas, there has been a 6.0% increase on the City compared to a 8.0% increase on the County. Month-to-date however, City Division are showing a 2.0% reduction, whilst County Division are now showing a 16.0% increase.
			Co +8.0%	n/a	n/a	
		To significantly reduce levels of: Burglary Dwelling	-6.4% ●	△	△	For the first time since November the Force recorded an increase in the number of Burglary Dwellings between January and February, but only by three offences, given there being less days during February. Month-to-date however, showed a 21% increase between February 2015 and February last year, resulting in 60 additional offences. Year-to-date performance is being driven by strong improvements in the County Division (-13.6%), while the City Division recorded slightly better performance than in the previous month (+1.9%). Whilst County Division continues to record strong performance, this is masking an 11.8% (26 offences) increase in Mansfield, although this is an improvement on the previous report. There has been no change year-to-date on City Centre and City North is the only area showing a reduction across the Division (-38 offences, -5.4%).
		To significantly reduce levels of: Robbery	-4.5% ●	▼	▼	There were 24 less Robberies in February 2015 compared to February last year driving overall year-to-date performance. County Division is driving performance with a reduction on 9.5% although there have been considerable increases recorded in County East (46.8% or 22 additional offences). City Division is now showing a reduction of 2% or 13 less offences, although City Centre continues to show an increase with 35 additional offences (+36.8%)

		To significantly reduce levels of: Violence with injury	+17.6%	●	▽	▽	There have been month-on-month reductions in Violence With Injury since November, which has stablised the previous increasing trend. Monthly compliance audits show that the Force is correctly recording upwards of 94% of Violence With Injury suggesting that current performance is a true reflection of what is being reported to the Force. All areas across the Force are showing an increase.
		To reduce Shop Theft	+4.4%	●	▲	▲	There were 301 additional Shop Thefts recorded year-to-date compared to last year, and February was the first month since November to record an increase, albeit nine offences. County Division is now recording an increase of 2.5% compared to 6.4% in the City. The increase in the County is being driven by a 18.2% increase recorded in Mansfield and increases in Broxtowe (+13.6%) and Gedling (+10.1%). Increases in the City are mainly in City North (+23.0%) and City South (+20.4%).
2	Reduce Anti-Social Behaviour incidents in Nottinghamshire with a focus on those local areas which experience a high level of ASB	A reduction in ASB Incidents in line with the long-term target of 50% reduction by 2015/16 (compared to the 2011/12 baseline)	+9.3%	●	▽	▲	Following the slight increase in ASB recorded between August and September, ASB is now showing a month-on-month reduction, however the month-to-date increase of 4.9% means that the Force is maintaining an overall year-to-date increase of 9.3% or 3,008 additional incidents. As reported previously, City Division is driving performance with a year-to-date increase of 17.5% (an improvement on the previous months). However, performance in the County is continuing to decline (+2.68%). Only Bassetlaw is showing a reduction (-4.8%).

| 3 | The detection rate (including Positive Outcomes) for Victim-Based Crime | An increase in the detection rate for Victim-Based Crime; | -3.0pp | 🟠 | ▽ | ▼ | Detection performance for Victim-Based crimes remains relatively stable with 25.0% of offences being detected year-to-date. Most worryingly, there was a month-to-date reduction of -9.6% compared to February last year. The decline is mirrored on both Divisions, although the County continues to outperform the City (26.3% and 23.4% respectively). |
| | | To monitor the proportion of Community Resolution disposals. | -0.3pp | 🟢 | ▽ | ▽ | The proportion of detections derived from Community Resolutions remains stable at 16.6%, although the overall volume has decreased by 7.3%. The use of Cautions and TICs has halved, whilst the use of Charge / Summons continues to increase with 14.8% increase in volume year-to-date. |

Strategic Priority Theme 4: Reduce the impact of drugs and alcohol on levels of Crime and Anti-Social Behaviour					
Measure	Target Profile	Current Performance - Year-To-Date to February 2015			
		Performance / Difference	Short-term Trend	Long-term trend	Summary
1 The number of alcohol-related Crimes	To monitor the number of crimes and ASB incidents which appear to be alcohol-related	Crime +5.0%	n/a	n/a	Based on a complex search it is estimated that 13.9% of Crime is alcohol-related, this is a comparable proportion when compared to ASB. As reported previously, the considerable disparity between the increase in 'All Crime' compared with the increase in Alcohol-related 'All Crime' appears to be narrowing (6.2% against 5.0%) whilst ASB performance still appears to line up, this may be an indication of better data quality in the Crime Recording Management System.
		ASB +11.0%	n/a	n/a	
	To monitor the proportion of alcohol-related Violent Crime	24.9%	n/a	n/a	Less than a quarter of Violent Crime is estimated to be alcohol-related, which is below the estimated national average of over half, indicating data quality
2 Re-offending of drug fuelled offenders in the Force IOM cohort	To monitor the number and seriousness of offences committed by drug fuelled offenders in the IOM cohort	**Q3 14/15 – Q2 14/15** IOM ST -41% Frequency -5 pp. IOM ● -20% Frequency -7 pp. Seriousness -3% (1) -11% (2)	▽	◆	**Updated Quarterly:** NB: Data is from a live system (PNC) and there are a number of offences yet to be adjudicated. The latest data for the June 2014 cohort shows the following. For Q3 2014/15 compared to Q2 2014/15 IOM Shop theft shows a 41% (33 offence) reduction in frequency of offending (volume of offences) and a 5 percentage point reduction in the binary measure – number of offenders in the cohort who have reoffended during that time period – a drop from 55% of the cohort offending to 50% in the most recent quarter. For the IOM general cohort there has been a 20% (15 offences) reduction in frequency of

		Jul to Dec 14 – Jan to Jun 14 IOM ST -56% Frequency -16 pp. IOM -2% Frequency +1 pp. SS1: -1% SS2: -1%)			offending and a 7 percentage point reduction in the binary measure, from 34% of the cohort reoffending in the previous quarter to 27% of the cohort reoffending in the current quarter. In terms of gravity or seriousness of offending using the seriousness scoring systems 1 and 2 a slight reduction can be seen for Score 1 and a larger reduction for Score 2. For the 6 month comparison (Jul to Dec 14 compared to Jan-Jun 14) the figures are as follows: For IOM shop theft there has been a 56% (86 offences) reduction in frequency of offending when comparing the consecutive 6 month periods, and a 16 percentage point reduction in the % of the cohort reoffending over the two periods, from 68% to 52% of the cohort reoffending. For the IOM general cohort, there has been a 2% (3 offences) reduction, with a slight increase in the proportion of cohort who have reoffended (1%) from 29% to 30% of the cohort reoffending. In terms of seriousness of offending both scores have seen small reductions.

Strategic Priority Theme 5: Reduce the threat from organised crime					
Measure		Target Profile	Current Performance - Year-To-Date to February 2015		
			Performance / Difference	Short-term Trend	Long-term trend	Summary
1	Reported drug offences	To monitor the number of production and supply of drug offences	-3.4%	△	△	The number of recorded drug offences (production and supply) has decreased. The main driver with this is a reduction in the numbers of Possession and Production offences recorded (-5.8% and -11.3% respectively), whilst Supply offences increased by 32.8% or 86 offences.
2	The number of Proceeds of Crime Act (POCA) confiscation and forfeiture orders	A 10% increase in the number of orders compared to 2013/14	+16.5% ●	n/a	n/a	Year-to-date there have been 198 successful Confiscation and Forfeiture Orders, this is 16.5% more than in the previous year, and places the Force 5.6pp above target. Performance is continuing to improve as the year progresses, with total value year-to-date being £84,337.63 more than in the previous year.
3	Force threat, harm and risk (THR) assessment level	To reduce the Threat, Harm and Risk below the 2013-14 level	●			In terms of criminal intent and capability, the current threat from Serious, Organised Crime in Nottinghamshire remains significant and consistent despite evidence of successful disruption within the last 12 month period as a result of various Nottinghamshire Police and EMSOU operations. 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.

Strategic Priority Theme 6: Prevention, early intervention and reduction in re-offending					
Measure	Target Profile	Current Performance - Year-To-Date to November 2014			
		Performance / Difference	Short-term Trend	Long-term trend	Summary
1	Re-offending of offenders in the Force IOM cohort	To reduce the number and seriousness of offences committed by offenders in the IOM cohort	**Q3 14/15 – Q2 14/15** IOM ST -50% Frequency -13 pp. IOM -44% Frequency -9 pp. Seriousness -50% (1) -48% (2) Jul to Dec 14 – Jan to Jun 14 IOM ST -39% Frequency -17 pp. IOM -14% Frequency -3 pp. SS1: +2%	🟠	▽	▽	**Updated Quarterly:** NB: Data is from a live system (PNC) and there are a number of offences yet to be adjudicated. The latest data for the June 2014 cohort shows the following. For Q3 2014/15 compared to Q2 2014/15 IOM Shop theft shows a 50% (91 offence) reduction in frequency of offending (volume of offences) and a 13 percentage point reduction in the binary measure – number of offenders in the cohort who have reoffended during that time period – a drop from 56% of the cohort offending to 43% in the most recent quarter. For the IOM general cohort there has been a 44% (92 offences) reduction in frequency of offending and a 9 percentage point reduction in the binary measure, from 33% of the cohort reoffending in the previous quarter to 24% of the cohort reoffending in the current quarter. In terms of gravity or seriousness of offending using the seriousness scoring systems 1 and 2 a large reduction can be for both Scores 1 and 2. For the 6 month comparison (Jul to Dec 14 compared to Jan-Jun 14) the figures are as follows: For IOM shop theft there has been a 39% (174 offences) reduction in frequency of offending when comparing the consecutive 6 month periods, and a 16 percentage point reduction in the % of the cohort reoffending over the two

			SS2: -2%		periods, from 66% to 49% of the cohort reoffending. For the IOM general cohort, there has been a 14% (53 offences) reduction, with a slight decrease in the proportion of cohort who have reoffended (3%) from 32% to 29% of the cohort reoffending. In terms of seriousness of offending seriousness score 1 has seen a slight increase and seriousness score 2 has seen a slight decrease.
2	Youth offender re-offending rates	To monitor re-offending rates and offending levels of youth offenders in the Youth Justice System	City 29.3%		City Youth Offending Team reported a re-offending rate of 0.99 12 months to February 2015, with 29.3% of the cohort re-offending. This is an increase in re-offending as reported previously. There are no data to report on for the County.
3	Community Resolutions for Youth Offenders	To monitor re-offending in Youth Offenders who have received a Community Resolution			A query is currently being built to facilitate the analysis of this area. IS are currently building additional objects to enable an accurate search

Strategic Priority Theme 7: To spend your money wisely						
Measure		Target Profile	Current Performance - Year-To-Date to February 2015			
			Performance / Difference	Short-term Trend	Long-term trend	Summary
1	Make efficiency savings	Save £12.7m by March 2015	-£0.8m	🟠	🟢	The Government's grant has reduced significantly and in order to balance the budget, savings of £12.7m need to be made in 2014-15. At the Quarter Two forecast the target was reduced to £11.8m. Detailed plans are in place to ensure the savings target is met. To date £6.868m of efficiencies have been achieved against a target of £7.631m.
2	Ensure balanced budget	Overall spend v budget 2014/15 budget - £193.8m 2014/15 Q1 Forecast - £193.8m	-£1.3m -0.8%	🟠	🟠	Expenditure was £1.347m worse than forecast. This was largely due to the gap on the efficiency programme (as above); redundancy and pension strain costs; officer pay due to a back dated payroll for officers leaving on medical retirements; overtime; and the transfer of officer costs for an Externally Funded project where the City Council are now funding only 80%. This has been partly offset by mutual aid and special services income predominantly for provide cover to the Fire Services during industrial action, which offsets some of the over spend on overtime.

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| 3 | Total number of days lost to sickness (Officers and Staff 3.7% (8.2 days)) | Officers | 3.5% | ● | ● | The latest 12 month rolling sickness data for the Force has shown that officer sickness reduced to 3.48% in January 2015 from 3.99% in January 2014. This represents a reduction of 12.70% over the past year.
HR continues to work closely with line managers to reduce the number of officers on long term sick.
Officer sickness absence in the 12 months to January 2015 amounted to an annual cost to the Force of c£3.6m.
Following the upgrade to our HR system, there is concern that the upgrade has affected the complex recording and reporting process of sickness absence. This issue is being investigated. Until this is resolved we recommend that the sickness information is used with caution. |
| | | Staff | 3.5% | ● | ● | The latest 12 month rolling sickness data for the Force has shown that staff sickness reduced to 3.48% in January 2015 from 3.69% in January 2014. This represents a reduction of 5.44% over the past year.
HR continues to work closely with line managers to reduce the number of officers on long term sick.
Staff sickness absence in the 12 months to January 2015 amounted to an annual cost to the Force of c£1.5m.
Following the upgrade to our HR system, there is concern that the upgrade has affected the complex recording and reporting process of sickness absence. This issue is being investigated. Until this is resolved we recommend that the sickness information is used with caution. |

4	BME representation	BME representation within the Force to reflect the BME community	4.2%	🟠	🟠	Current BME representation in Force stands at 4.2%. This shows little change from the proportion recorded in March 2012, however the Force is in the process of recruiting new officers following a positive action campaign and therefore a change may be seen in the representation statistics in the coming months. The 4.2% figure is lower than the BME population of Nottinghamshire, which stands at 11.2% (Source: 2011 Census Data).
Pm	Overtime Budget	Maintain overtime spend below budget 2014/15 budget - £3.3m	-£0.0m -0.2%	🟢	🟢	The Force's overtime expenditure year to date was £3.617m, which is an over spend of £0.006m against a forecast of £3.611m. The savings on staff overtime have been offset by police office, which has been partially offset by income from mutual aid (EDL event) and providing support to the Fire Service during industrial action. The main operations were: major crime ops Hallux, Hearth and Pelfray; County Encollar, Claustral, Jejunal and Raspberry; City centre patrols; OSD Eagre, Genre; ministerial visits for the Newark By-Election (Kapok); increased regional activities around major crimes.
Pm	Establishment (FTE's)	▪ Officer establishment TBC ▪ Staff establishment TBC	2,032 FTE +5 v latest forecast 1,474 FTE -155 v target	🟢 🟠	🟢 🟠	Officer establishment at the end of January 2015 was 2,032 FTE's was five higher than latest forecast. To date 103 officers have left the force; and 45 new officers have started (14 in September, 16 in November and 15 in January). Staff establishment at the end of January 2015 was 1,474 FTE's (including PCSO's at 323 FTE's) was 155 FTE's lower than target. PCSO's were 17 lower than target this is in part due to PCSO's leaving to become officers.

1.6 Reduction in 'All Crime' across the Force

	Year-to-date performance				Target Position			Month-to-date performance			
	2014/15	2013/14	Volume Change	Percentage Change	Current Target	Difference from Target	Percentage Difference from Target	February 2015	February 2014	Volume Change	Percentage Change
Force	**66297**	**62,403**	**3894**	**6.24%**	**62,402**	**3895**	**6.24%**	**5515**	**5170**	**345**	**6.67%**
City Division	29003	27,479	1524	5.55%	27,478	1525	5.55%	2383	2352	31	1.32%
County Division	37294	34,924	2370	6.79%	34,923	2371	6.79%	3132	2818	314	11.14%
County West	**12992**	**12,194**	**798**	**6.54%**	**12,193**	**799**	**6.55%**	**1072**	**907**	**165**	**18.19%**
Ashfield	6158	6,091	67	1.10%	6,090	68	1.12%	510	423	87	20.57%
Mansfield	6834	6,103	731	11.98%	6,102	732	12.00%	562	484	78	16.12%
County East	**12283**	**11,111**	**1172**	**10.55%**	**11,110**	**1173**	**10.56%**	**1083**	**991**	**92**	**9.28%**
Bassetlaw	6902	6,275	627	9.99%	6,274	628	10.01%	568	470	98	20.85%
Newark & Sherwood	5381	4,836	545	11.27%	4,835	546	11.29%	515	521	-6	-1.15%
County South	**12019**	**11,619**	**400**	**3.44%**	**11,618**	**401**	**3.45%**	**977**	**920**	**57**	**6.20%**
Broxtowe	4323	4,334	-11	-0.25%	4,333	-10	-0.23%	328	354	-26	-7.34%
Gedling	4623	4,257	366	8.60%	4,256	367	8.62%	376	313	63	20.13%
Rushcliffe	3073	3,028	45	1.49%	3,027	46	1.52%	273	253	20	7.91%
City Division	**29003**	**27,479**	**1524**	**5.55%**	**27,478**	**1525**	**5.55%**	**2383**	**2352**	**31**	**1.32%**
City Central	8114	7,591	523	6.89%	7,590	524	6.90%	684	710	-26	-3.66%
City Centre	6530	6,658	-128	-1.92%	6,657	-127	-1.91%	528	559	-31	-5.55%
City North	8182	7,812	370	4.74%	7,811	371	4.75%	685	607	78	12.85%
City South	6177	5,418	759	14.01%	5,417	760	14.03%	486	476	10	2.10%

	Year-to-date performance				Target Position			Month-to-date performance			
	2014/15	2013/14	Volume Change	Percentage Change	Current Target	Difference from Target	Percentage Difference from Target	February 2015	February 2014	Volume Change	Percentage Change
All Crime	**66297**	**62,403**	**3894**	**6.24%**	**62,402**	**3895**	**6.24%**	**5515**	**5170**	**345**	**6.67%**
Homicide	8	13	-5	-38.46%	12	-4	-33.33%	2		2	
Violence with injury	8681	7,380	1301	17.63%	7,379	1302	17.64%	693	562	131	23.31%
Violence without injury	6204	4,838	1366	28.23%	4,837	1367	28.26%	509	394	115	29.19%
Rape	608	342	266	77.78%	341	267	78.30%	61	32	29	90.63%
Other sexual offences	1059	633	426	67.30%	632	427	67.56%	107	56	51	91.07%
Robbery of business property	94	104	-10	-9.62%	103	-9	-8.74%	9	15	-6	-40.00%
Robbery of personal property	848	882	-34	-3.85%	881	-33	-3.75%	62	80	-18	-22.50%
Burglary dwelling	3857	4,119	-262	-6.36%	4,118	-261	-6.34%	346	286	60	20.98%
Burglary other	4200	4,085	115	2.82%	4,084	116	2.84%	341	389	-48	-12.34%
Theft of motor vehicle	1040	1,283	-243	-18.94%	1,282	-242	-18.88%	89	100	-11	-11.00%
Theft from motor vehicle	4363	4,767	-404	-8.47%	4,766	-403	-8.46%	379	469	-90	-19.19%
Vehicle interference	803	266	537	201.88%	265	538	203.02%	99	20	79	395.00%
Theft from person	1098	1,399	-301	-21.52%	1,398	-300	-21.46%	84	92	-8	-8.70%
Bicycle theft	2005	2,032	-27	-1.33%	2,031	-26	-1.28%	107	162	-55	-33.95%
Shoplifting	7137	6,836	301	4.40%	6,835	302	4.42%	640	568	72	12.68%
All other theft offences	7909	8,015	-106	-1.32%	8,014	-105	-1.31%	663	564	99	17.55%
Criminal damage	9125	8,939	186	2.08%	8,938	187	2.09%	756	833	-77	-9.24%
Arson	378	353	25	7.08%	352	26	7.39%	24	23	1	4.35%
Victim-Based Crime	**59417**	**56,286**	**3131**	**5.56%**	**56,285**	**3132**	**5.56%**	**4971**	**4645**	**326**	**7.02%**
Trafficking in drugs	669	626	43	6.87%	625	44	7.04%	63	72	-9	-12.50%
Possession of drugs	2561	2,719	-158	-5.81%	2,718	-157	-5.78%	177	234	-57	-24.36%
Possession of weapons offences	515	514	1	0.19%	513	2	0.39%	47	43	4	9.30%
Public order offences	2223	1,530	693	45.29%	1,529	694	45.39%	175	114	61	53.51%
Miscellaneous crimes against society	912	728	184	25.27%	727	185	25.45%	82	62	20	32.26%
Other crimes against society	**6880**	**6,117**	**763**	**12.47%**	**6,116**	**764**	**12.49%**	**544**	**525**	**19**	**3.62%**

	Year-to-Date Performance				Month-to-Date Performance			
Priority Area	2014/15	2013/14	Volume Difference	Percentage Difference	Jan-15	Jan-14	Volume Difference	Percentage Difference
Nottingham City								
Arboretum	1,443	1,340	103	8%	120	123	-3	-2%
Aspley	1,360	1,395	-35	-3%	101	107	-6	-6%
Bridge	967	838	129	15%	72	121	-49	-40%
Bulwell	1,785	1,702	83	5%	141	122	19	16%
St Ann's	1,210	1,096	114	10%	89	63	26	41%
Total	**6,765**	**6,371**	**394**	**6%**	**523**	**536**	**-13**	**-2%**
Nottinghamshire County								
Carr Bank	269	274	-5	-2%	22	21	1	5%
Oak Tree	304	288	16	6%	28	21	7	33%
Portland	1,001	802	199	25%	82	75	7	9%
Woodlands	982	782	200	26%	72	58	14	24%
Hucknall East	534	595	-61	-10%	41	42	-1	-2%
Kirkby East	609	512	97	19%	55	28	27	96%
Sutton Central	730	634	96	15%	52	49	3	6%
Sutton East	316	351	-35	-10%	29	25	4	16%
Sutton In Ashfield North	563	621	-58	-9%	53	32	21	66%
Bridge	463	489	-26	-5%	51	52	-1	-2%
Castle	967	779	188	24%	86	79	7	9%
Worksop North West	778	680	98	14%	69	56	13	23%
Worksop South	567	616	-49	-8%	48	33	15	45%
Eastwood South	744	666	78	12%	57	54	3	6%
Netherfield And Colwick	505	517	-12	-2%	34	44	-10	-23%
Total	**9,332**	**8,606**	**726**	**8%**	**779**	**669**	**110**	**16%**
Discretionary Areas								
Ladybrook	236	261	-25	-10%	25	21	4	19%
Worksop South East	1,103	972	131	13%	75	61	14	23%
Trent Bridge	401	401	0	0%	42	33	9	27%
Total	**1,740**	**1,634**	**106**	**6%**	**142**	**115**	**27**	**23%**

1.6 Burglary Dwelling performance over-time

Short-term trend:
Upwards
(Not Significant)

Long-term trend:
Upwards
(Not Significant)
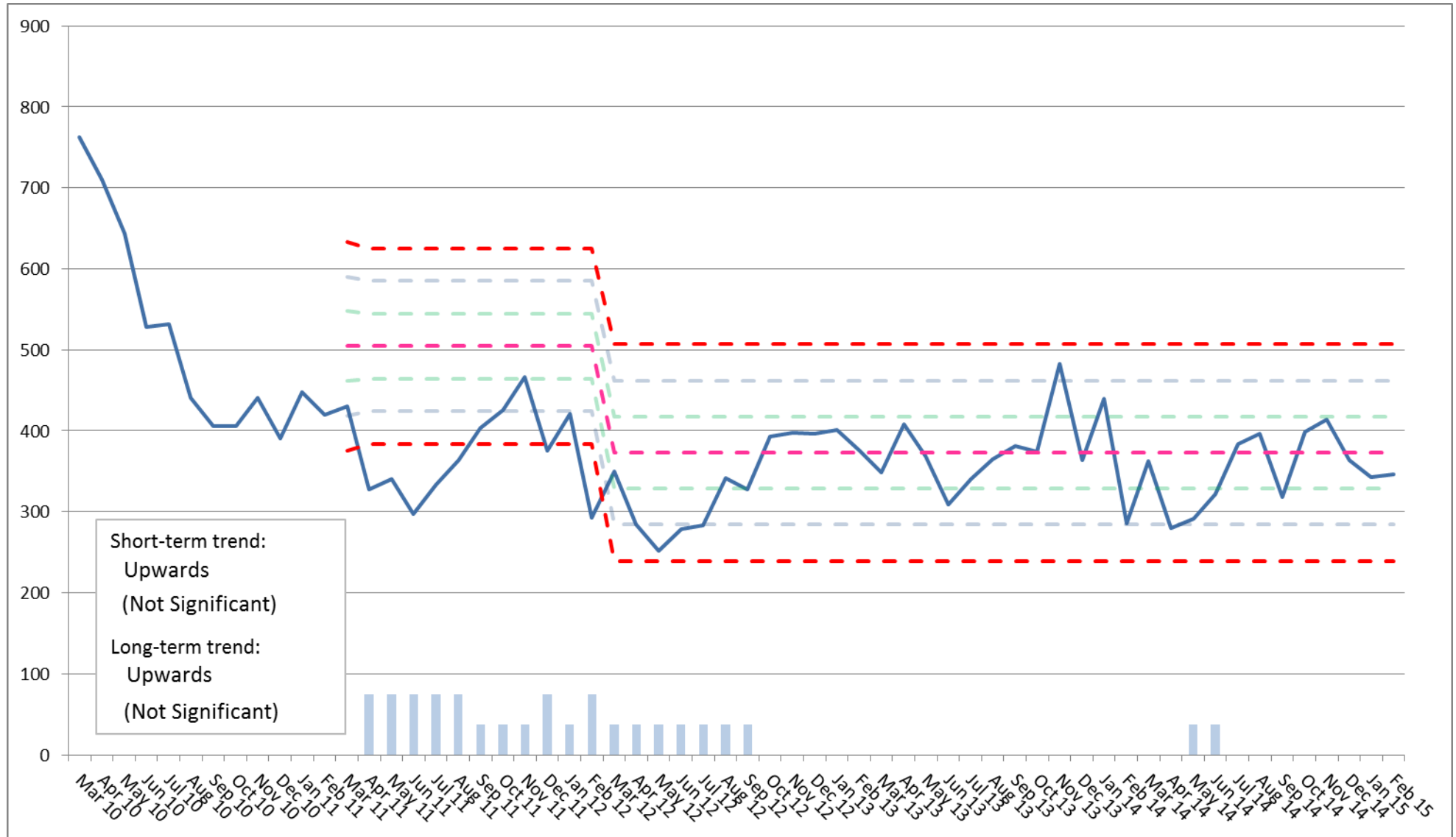
1.6 Robbery performance over-time

Short-term trend:
Downwards
(Significant)

Long-term trend:
Downwards
(Significant)
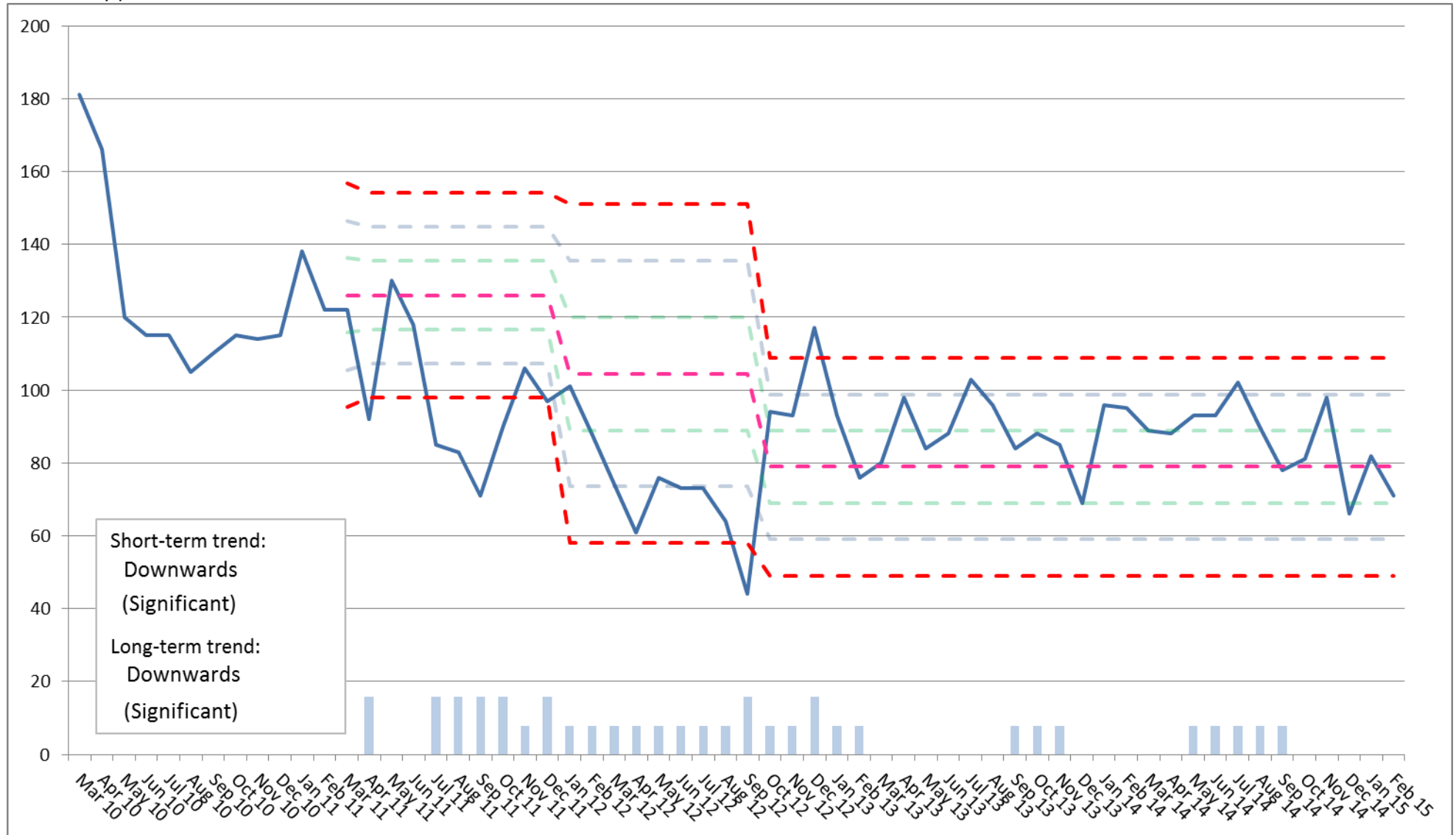
1.6 Violence with Injury performance over-time
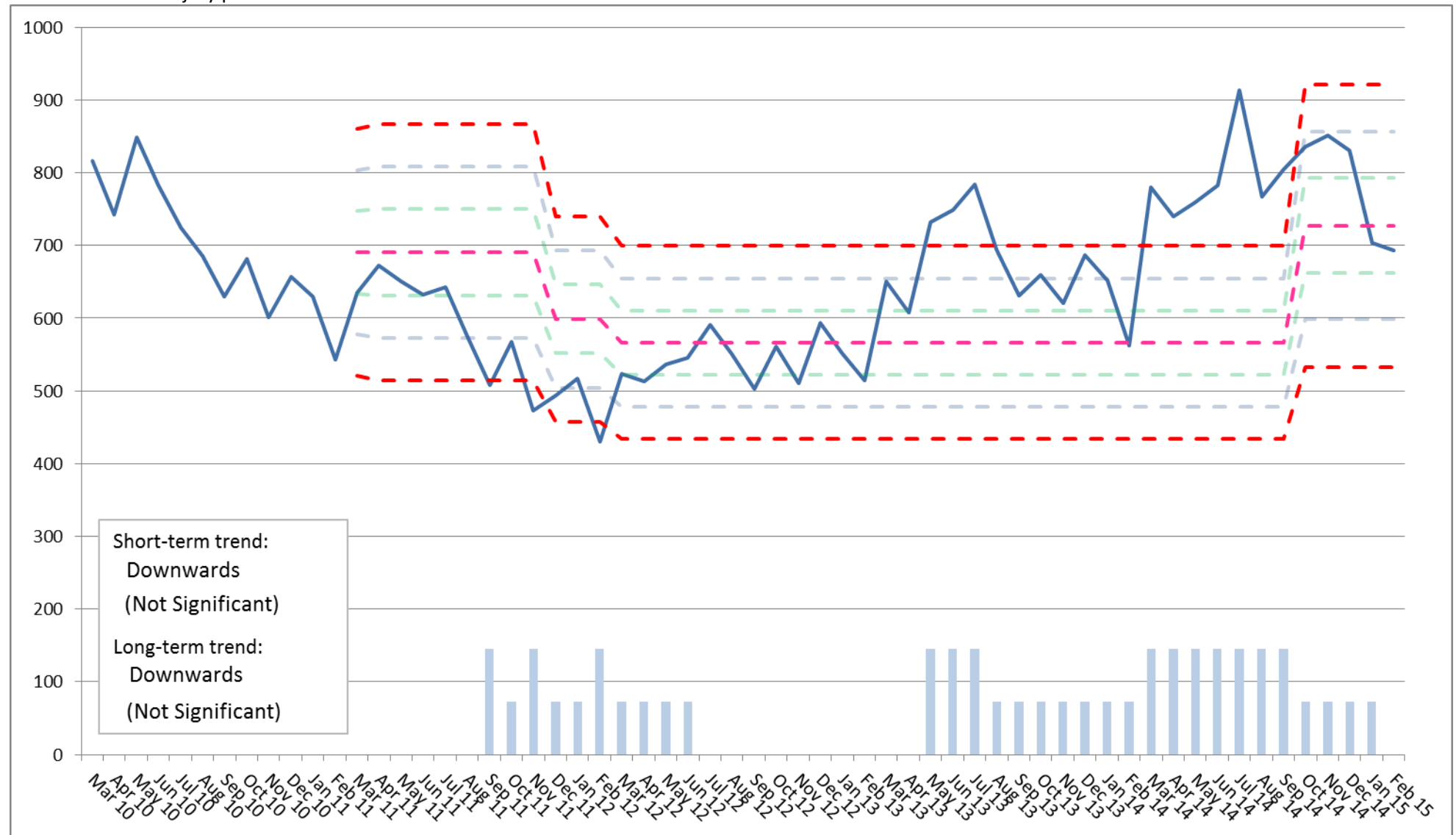
1.6 Shop Theft performance over-time

Short-term trend:
  Upwards
  (Significant)

Long-term trend:
  Upwards
  (Significant)

1.7 Reduction in Anti-Social Behaviour (ASB) incidents across the Force

	Year-to-date performance				Target Position			Month-to-date performance			
	2014/15	2013/14	Volume Change	Percentage Change	Current Target	Difference from Target	Percentage Difference from Target	February 2015	February 2014	Volume Change	Percentage Change
Force	**35,514**	**32,506**	**3,008**	**9.25%**	**29,906**	**5608.48**	**15.79%**	**2617**	**2495**	**122**	**4.89%**
City Division	16,994	14,469	2,525	17.45%	13,311	3682.52	21.67%	1286	1209	77	6.37%
County Division	18,520	18,037	483	2.68%	16,594	1925.96	10.40%	1331	1286	45	3.50%
County West	**7,051**	**6,916**	**135**	**1.95%**	**6,363**	**688.28**	**9.76%**	**513**	**528**	**-15**	**-2.84%**
Ashfield	3,581	3,451	130	3.77%	3,175	406.08	11.34%	255	265	-10	-3.77%
Mansfield	3,470	3,465	5	0.14%	3,188	282.2	8.13%	258	263	-5	-1.90%
County East	**5,730**	**5,729**	**1**	**0.02%**	**5,271**	**459.32**	**8.02%**	**427**	**371**	**56**	**15.09%**
Bassetlaw	3,014	3,166	-152	-4.80%	2,913	101.28	3.36%	214	216	-2	-0.93%
Newark & Sherwood	2,716	2,563	153	5.97%	2,358	358.04	13.18%	213	155	58	37.42%
County South	**5,739**	**5,392**	**347**	**6.44%**	**4,961**	**778.36**	**13.56%**	**391**	**387**	**4**	**1.03%**
Broxtowe	2,156	2,060	96	4.66%	1,895	260.8	12.10%	162	138	24	17.39%
Gedling	2,205	1,982	223	11.25%	1,823	381.56	17.30%	134	159	-25	-15.72%
Rushcliffe	1,378	1,350	28	2.07%	1,242	136	9.87%	95	90	5	5.56%
City Division	**16,994**	**14,469**	**2,525**	**17.45%**	**13,311**	**3682.52**	**21.67%**	**1286**	**1209**	**77**	**6.37%**
City Central	4,820	3,987	833	20.89%	3,668	1151.96	23.90%	401	314	87	27.71%
City Centre	2,599	2,209	390	17.66%	2,032	566.72	21.81%	243	214	29	13.55%
City North	5,218	4,713	505	10.72%	4,336	882.04	16.90%	332	415	-83	-20.00%
City South	4,357	3,560	797	22.39%	3,275	1081.8	24.83%	310	266	44	16.54%

	Year-to-date performance				Target Position			Month-to-date performance			
	2014/15	2013/14	Volume Change	Percentage Change	Current Target	Difference from Target	Percentage Difference from Target	February 2015	February 2014	Volume Change	Percentage Change
ASB Environmental	2,580	2,610	-30	-1.15%	2,401	178.8	6.93%	124	190	-66	-34.74%
ASB Nuisance	26,898	23,910	2,988	12.50%	21,997	4900.8	18.22%	2041	1818	223	12.27%
ASB Personal	6,036	5,986	50	0.84%	5,507	528.88	8.76%	452	487	-35	-7.19%

1.8 An increase in the detection rate for Victim-Based Crime

	Year-to-date performance			Target Position		Month-to-date performance		
	2014/15	2013/14	Change	Current Target	Percentage Difference from Target	February 2015	February 2014	Change
Force	**25.00%**	**27.96%**	**-2.95%**	**27.97%**	**-2.96%**	**19.59%**	**29.17%**	**-9.58%**
City Division	23.42%	27.54%	-4.12%	27.55%	-4.13%	19.44%	29.90%	-10.46%
County Division	26.20%	28.28%	-2.07%	28.29%	-2.08%	19.71%	28.58%	-8.87%
County West	**28.66%**	**29.36%**	**-0.70%**	**29.37%**	**-0.71%**	**25.52%**	**29.73%**	**-4.21%**
Ashfield	23.71%	25.07%	-1.36%	25.08%	-1.37%	20.91%	22.92%	-2.01%
Mansfield	33.29%	33.85%	-0.56%	33.86%	-0.57%	29.76%	35.95%	-6.19%
County East	**25.88%**	**29.27%**	**-3.38%**	**29.28%**	**-3.39%**	**17.36%**	**29.88%**	**-12.52%**
Bassetlaw	25.53%	27.62%	-2.09%	27.63%	-2.10%	16.92%	29.91%	-12.98%
Newark & Sherwood	26.35%	31.41%	-5.07%	31.42%	-5.08%	17.83%	29.86%	-12.02%
County South	**23.94%**	**26.19%**	**-2.25%**	**26.20%**	**-2.26%**	**16.01%**	**26.07%**	**-10.05%**
Broxtowe	24.26%	24.25%	0.00%	24.26%	-0.01%	15.59%	27.88%	-12.29%
Gedling	25.73%	31.03%	-5.29%	31.04%	-5.30%	17.34%	30.50%	-13.16%
Rushcliffe	20.84%	22.31%	-1.47%	22.32%	-1.48%	14.68%	18.10%	-3.42%
City Division	**23.42%**	**27.54%**	**-4.12%**	**27.55%**	**-4.13%**	**19.44%**	**29.90%**	**-10.46%**
City Central	18.35%	22.95%	-4.59%	22.96%	-4.60%	10.91%	22.14%	-11.22%
City Centre	32.42%	34.44%	-2.02%	34.45%	-2.03%	26.75%	41.03%	-14.28%
City North	22.90%	26.49%	-3.59%	26.50%	-3.60%	20.93%	27.55%	-6.62%
City South	21.49%	27.08%	-5.59%	27.09%	-5.60%	21.70%	31.98%	-10.28%

1.8 Use of Community Resolutions

	2014/15	% Prop of total	2013/14	% Prop of total
Cautions	2376	12.05%	4254	20.33%
Charge / Summons	12841	65.15%	11188	53.46%
Community Resolution	3275	16.62%	3532	16.88%
Other	747	3.79%	1151	5.50%
Penalty Notice for Crime	196	0.99%	179	0.86%
TIC not previously recorded	17	0.09%	33	0.16%
TIC previously recorded	258	1.31%	590	2.82%
Total	19710	100%	20928	100.00%

1.8 Breakdown of Outcome Codes

	Year-to-date performance 2014/15
01. Charged/Summons	12841
02. Caution - Youths	361
03. Caution - Adults	2015
04. Taken Into Consideration	275
05. Offender Has Died	10
06. Penalty Notices For Disorder	196
07. Cannabis Warning	737
08. Community Resolution	3275
09. Prosecution Not In The Public Interest (CPS)	832
10. Action Not In The Public Interest (Police)	1489
11. Named Suspect below the age of criminal responsibility	68
12. Named suspect too ill (physical or mental health) to prose	150
13. Named suspect but victim/key witness is dead or too ill	35
14. Victim declines/unable to ID suspect	913
15. Victim supports but evidential difficulties prevent further	4846
16. Victim does not support/withdraws support	4838
17. Prosecution time limit expired	69
18. Investigation Complete: No suspect identified	33541
Total	**66491**

1.9 The number of alcohol-related crimes

	2014/15	2013/14	Volume Change	Percentage Change	February 2015	February 2014	Volume Change	Percentage Change
			Year-to-date performance				**Month-to-date performance**	
All Crime	66,297	62,403	3,894	6.2%	5,515	5,170	345	6.7%
Alcohol-related	9,238	8,800	438	5.0%	751	718	33	4.6%
% Alcohol-related	13.9%	14.1%		-0.2%	13.6%	13.9%		-0.3%
Victim-Based Crime	59,417	56,286	3,131	5.6%	4,971	4,645	326	7.0%
Alcohol-related	8,214	7,826	388	5.0%	685	642	43	6.7%
% Alcohol-related	13.8%	13.9%		-0.1%	13.8%	13.8%		0.0%
Violence Against the Person	14,893	12,231	2,662	21.8%	1,204	956	248	25.9%
Alcohol-related	3,713	3,228	485	15.0%	284	270	14	5.2%
% Alcohol-related	24.9%	26.4%		-1.5%	23.6%	28.2%		-4.7%
Anti-Social Behaviour	35,514	32,506	3,008	9.3%	2,617	2,495	122	4.9%
Alcohol-related	4912	4425	487	11.0%	353	359	-6	-1.7%
% Alcohol-related	13.8%	13.6%		0.2%	13.5%	14.4%		-0.9%

1.11 To monitor the number of production and supply of drugs

	2014/15	2013/14	Volume Change	Percentage Change	Current Target	Difference from Target	Percentage Difference from Target	February 2015	February 2014	Volume Change	Percentage Change
			Year-to-date performance			**Taret Position**				**Month-to-date performance**	
Possession	2561	2,719	-158	-5.81%	2,718	-157	-5.78%	177	234	-57	-24.36%
Production	321	363	-42	-11.57%	362	-41	-11.33%	26	35	-9	-25.71%
Supply	348	263	85	32.32%	262	86	32.82%	37	37	0	0.00%
Sum:	3230	3,345	-115	-3.44%	3,342	-112	-3.41%	240	306	-66	-21.57%

3.4 Percentage reduction of people that have been a repeat victim within the previous 12 months

Domestic Violence — **Year-to-date performance**

Repeat Victims	2014/15	2013/14	Volume Change	Percentage Change
City	714	700	14	2.0%
County	1015	958	57	5.9%
Force	**1,729**	**1,658**	**71**	**4.3%**

	2013/14			2014/15		
	Domestic Violence Crimes	Domestic Violence crimes which are repeats	% Proportion of Domestic Violence crimes which are repeats	Domestic Violence Crimes	Domestic Violence crimes which are repeats	% Proportion of Domestic Violence crimes which are repeats
City	2,300	891	38.7%	2,277	915	40.2%
County	3,130	1,227	39.2%	3,463	1,288	37.2%
Force	**5,430**	**2,118**	**39.0%**	**5,740**	**2,203**	**38.4%**

* Includes domestic abuse incidents to determine repeat victimisation

Hate Crime — **Year-to-date performance**

Repeat Victims	2014/15	2013/14	Volume Change	Percentage Change
City	34	28	6	21.4%
County	31	23	8	34.8%
Force	**65**	**51**	**14**	**27.5%**

	2013/14			2014/15		
	Domestic Violence Crimes	Domestic Violence crimes which are repeats	% Proportion of Domestic Violence crimes which are repeats	Domestic Violence Crimes	Domestic Violence crimes which are repeats	% Proportion of Domestic Violence crimes which are repeats
City	2,300	455	19.8%	2,277	480	21.1%
County	3,130	636	20.3%	3,463	709	20.5%
Force	**5,430**	**1,091**	**20.1%**	**5,740**	**1,189**	**20.7%**

* Only includes notifiable domestic abuse offences to determine repeat victimisation

Total Repeat Volume — **Year-to-date performance**

	2014/15	2013/14	Volume Change	Percentage Change
City	748	728	20	2.7%
County	1,046	981	65	6.6%
Force	**1,794**	**1,709**	**85**	**5.0%**

Anti-Social Behaviour — **Year-to-date performance**

	2014/15	2013/14	Volume Change	Percentage Change
City	2,995	2,498	497	19.9%
County	3,032	2,984	48	1.6%
Force	**6,027**	**5,482**	**545**	**9.9%**

Domestic Violence — **Year-to-date performance**

	2014/15	2013/14	Volume Change	Percentage Change
City Central	177	163	14	8.6%
City Centre	19	16	3	18.8%
City North	323	320	3	0.9%
City South	194	199	-5	-2.5%

Anti-Social Behaviour — **Year-to-date performance**

	2014/15	2013/14	Volume Change	Percentage Change
City	**2,995**	**2,498**	**497**	**19.9%**
City Central	854	704	150	21.3%
City Centre	427	320	107	33.4%
City North	937	836	101	12.1%
City South	777	638	139	21.8%
County	**3,030**	**2,982**	**48**	**1.6%**
Ashfield	617	594	23	3.9%
Bassetlaw	484	492	-8	-1.6%
Broxtowe	333	362	-29	-8.0%
Gedling	331	312	19	6.1%
Mansfield	621	603	18	3.0%
Newark & She	416	415	1	0.2%

Domestic Violence — **Year-to-date performance**

	2014/15	2013/14	Volume Change	Percentage Change
Ashfield	181	186	-5	-2.7%
Bassetlaw	153	113	40	35.4%
Broxtowe	122	111	11	9.9%
Gedling	152	147	5	3.4%
Mansfield	211	198	13	6.6%
Newark & Sherwood	140	141	-1	-0.7%
Rushcliffe	56	62	-6	-9.7%

3.5 Public confidence in reporting offences to the police

To monitor the number of Serious Sexual Offences

Area	Offence Type	Year-to-Date Performance				Month-to-Date Performance			
		2014/15	2013/14	Volume Difference	Percentage Difference	February 2015	February 2014	Volume Difference	Percentage Difference
Force	Rape	608	342	266	78%	61	32	29	91%
	Other Sexual Offences	717	440	277	63%	78	42	36	86%
	Serious Sexual Offences Total	1325	782	543	69%	139	74	65	88%

Area	Offence Type	Year-to-Date Performance				Month-to-Date Performance			
		2014/15	2013/14	Volume Difference	Percentage Difference	February 2015	February 2014	Volume Difference	Percentage Difference
Nottingham City	Rape	285	150	135	90%	31	12	19	158%
	Other Sexual Offences	324	188	136	72%	32	14	18	129%
	Serious Sexual Offences Total	609	338	271	80%	63	26	37	142%
Nottinghamshire County	Rape	323	192	131	68%	30	20	10	50%
	Other Sexual Offences	393	252	141	56%	46	28	18	64%
	Serious Sexual Offences Total	716	444	272	61%	76	48	28	58%

Area	Offence Type	Year-to-Date Performance				Month-to-Date Performance			
		2014/15	2013/14	Volume Difference	Percentage Difference	February 2015	February 2014	Volume Difference	Percentage Difference
Ashfield	Rape	65	24	41	171%	5	1	4	400%
	Other Sexual Offences	73	48	25	52%	12	11	1	9%
	Serious Sexual Offences Total	138	72	66	92%	17	12	5	42%
Bassetlaw	Rape	56	23	33	143%	6	4	2	50%
	Other Sexual Offences	57	33	24	73%	6	4	2	50%
	Serious Sexual Offences Total	113	56	57	102%	12	8	4	50%
Broxtowe	Rape	37	35	2	6%	1	5	-4	-80%
	Other Sexual Offences	36	29	7	24%	3	3	0	0%
	Serious Sexual Offences Total	73	64	9	14%	4	8	-4	-50%
City	Rape	285	150	135	90%	31	12	19	158%
	Other Sexual Offences	324	188	136	72%	32	14	18	129%
	Serious Sexual Offences Total	609	338	271	80%	63	26	37	142%
Gedling	Rape	35	19	16	84%	4	1	3	300%
	Other Sexual Offences	56	36	20	56%	6	3	3	100%
	Serious Sexual Offences Total	91	55	36	65%	10	4	6	150%
Mansfield	Rape	68	41	27	66%	5	0	5	#DIV/0
	Other Sexual Offences	84	43	41	95%	4	2	2	100%
	Serious Sexual Offences Total	152	84	68	81%	9	2	7	350%
Newark & Sherwood	Rape	35	30	5	17%	7	5	2	40%
	Other Sexual Offences	52	48	4	8%	10	4	6	150%
	Serious Sexual Offences Total	87	78	9	12%	17	9	8	89%
Rushcliffe	Rape	27	20	7	35%	2	4	-2	-50%
	Other Sexual Offences	35	15	20	133%	5	1	4	400%
	Serious Sexual Offences Total	62	35	27	77%	7	5	2	40%

To monitor the number of Domestic Violence incidents and crimes

Area	Offence Type	Year-to-Date Performance				Month-to-Date Performance			
		2014/15	2013/14	Volume Difference	Percentage Difference	February 2015	February 2014	Volume Difference	Percentage Difference
Force	Domestic Crimes	5727	5422	305	6%	464	433	31	7%
	Domestic Incidents	11959	13400	-1441	-11%	850	742	108	15%
	Domestic Abuse Total	17686	18822	-1136	-6%	1314	1175	139	12%

Area	Offence Type	Year-to-Date Performance				Month-to-Date Performance			
		2014/15	2013/14	Volume Difference	Percentage Difference	February 2015	February 2014	Volume Difference	Percentage Difference
Nottingham City	Domestic Crimes	2317	2334	-17	-1%	186	164	22	13%
	Domestic Incidents	4994	5666	-672	-12%	319	339	-20	-6%
	Domestic Abuse Total	7311	8000	-689	-9%	505	503	2	0%
Nottinghamshire County	Domestic Crimes	3410	3088	322	10%	278	269	9	3%
	Domestic Incidents	6965	7734	-769	-10%	531	403	128	32%
	Domestic Abuse Total	10375	10822	-447	-4%	809	672	137	20%

Area	Offence Type	Year-to-Date Performance				Month-to-Date Performance			
		2014/15	2013/14	Volume Difference	Percentage Difference	February 2015	February 2014	Volume Difference	Percentage Difference
Ashfield	Domestic Crimes	570	541	29	5%	51	38	13	34%
	Domestic Incidents	1395	1582	-187	-12%	101	80	21	26%
	Domestic Abuse Total	1965	2123	-158	-7%	152	118	34	29%
Bassetlaw	Domestic Crimes	522	407	115	28%	41	36	5	14%
	Domestic Incidents	1112	1235	-123	-10%	102	63	39	62%
	Domestic Abuse Total	1634	1642	-8	-0%	143	99	44	44%
Broxtowe	Domestic Crimes	410	350	60	17%	27	32	-5	-16%
	Domestic Incidents	792	879	-87	-10%	62	38	24	63%
	Domestic Abuse Total	1202	1229	-27	-2%	89	70	19	27%
City	Domestic Crimes	2317	2334	-17	-1%	186	164	22	13%
	Domestic Incidents	4994	5666	-672	-12%	319	339	-20	-6%
	Domestic Abuse Total	7311	8000	-689	-9%	505	503	2	0%
Gedling	Domestic Crimes	472	464	8	2%	36	38	-2	-5%
	Domestic Incidents	903	1085	-182	-17%	64	65	-1	-2%
	Domestic Abuse Total	1375	1549	-174	-11%	100	103	-3	-3%
Mansfield	Domestic Crimes	737	632	105	17%	60	46	14	30%
	Domestic Incidents	1301	1426	-125	-9%	103	65	38	58%
	Domestic Abuse Total	2038	2058	-20	-1%	163	111	52	47%
Newark & Sherwood	Domestic Crimes	492	472	20	4%	42	54	-12	-22%
	Domestic Incidents	1005	1046	-41	-4%	76	72	4	6%
	Domestic Abuse Total	1497	1518	-21	-1%	118	126	-8	-6%
Rushcliffe	Domestic Crimes	207	222	-15	-7%	21	25	-4	-16%
	Domestic Incidents	457	481	-24	-5%	23	20	3	15%
	Domestic Abuse Total	664	703	-39	-6%	44	45	-1	-2%

To monitor the number of Hate Crimes

Area	Offence Type	Year-to-Date Performance				Month-to-Date Performance			
		2014/15	2013/14	Volume Difference	Percentage Difference	February 2015	February 2014	Volume Difference	Percentage Difference
Force	Victim-Based Offences	374	325	49	15%	25	26	-1	-4%
	Public Order Offences	459	351	108	31%	48	23	25	109%
	Hate Crime Total	833	676	157	23%	73	49	24	49%

Area	Offence Type	Year-to-Date Performance				Month-to-Date Performance			
		2014/15	2013/14	Volume Difference	Percentage Difference	February 2015	February 2014	Volume Difference	Percentage Difference
Nottingham City	Victim-Based Offences	200	166	34	20%	11	17	-6	-35%
	Public Order Offences	239	214	25	12%	31	11	20	182%
	Hate Crime Total	439	380	59	16%	42	28	14	50%
Nottinghamshire County	Victim-Based Offences	174	159	15	9%	14	9	5	56%
	Public Order Offences	220	137	83	61%	17	12	5	42%
	Hate Crime Total	394	296	98	33%	31	21	10	48%

Area	Offence Type	Year-to-Date Performance				Month-to-Date Performance			
		2014/15	2013/14	Volume Difference	Percentage Difference	February 2015	February 2014	Volume Difference	Percentage Difference
Ashfield	Victim-Based Offences	26	27	-1	-4%	2	1	1	100%
	Public Order Offences	35	32	3	9%	4	3	1	33%
	Hate Crime Total	61	59	2	3%	6	4	2	50%
Bassetlaw	Victim-Based Offences	36	15	21	140%	4	1	3	300%
	Public Order Offences	39	17	22	129%	4	3	1	33%
	Hate Crime Total	75	32	43	134%	8	4	4	100%
Broxtowe	Victim-Based Offences	14	29	-15	-52%	2	5	-3	-60%
	Public Order Offences	17	11	6	55%	1	0	1	#DIV/0
	Hate Crime Total	31	40	-9	-23%	3	5	-2	-40%
City	Victim-Based Offences	200	166	34	20%	11	17	-6	-35%
	Public Order Offences	239	214	25	12%	31	11	20	182%
	Hate Crime Total	439	380	59	16%	42	28	14	50%
Gedling	Victim-Based Offences	29	24	5	21%	3	0	3	#DIV/0
	Public Order Offences	29	21	8	38%	3	0	3	#DIV/0
	Hate Crime Total	58	45	13	29%	6	0	6	#DIV/0
Mansfield	Victim-Based Offences	26	32	-6	-19%	0	1	-1	-100%
	Public Order Offences	41	34	7	21%	0	3	-3	-100%
	Hate Crime Total	67	66	1	2%	0	4	-4	-100%
Newark & Sherwood	Victim-Based Offences	30	21	9	43%	2	0	2	#DIV/0
	Public Order Offences	40	16	24	150%	3	2	1	50%
	Hate Crime Total	70	37	33	89%	5	2	3	150%
Rushcliffe	Victim-Based Offences	13	11	2	18%	1	1	0	0%
	Public Order Offences	19	6	13	217%	2	1	1	100%
	Hate Crime Total	32	17	15	88%	3	2	1	50%

For Consideration	
Public/Non Public*	Public
Report to:	Strategic Resources and Performance Meeting
Date of Meeting:	
Report of:	The Police and Crime Commissioner
Report Author:	Kevin Dennis
E-mail:	Kevin.dennis@nottinghamshire.pnn.police.uk
Other Contacts:	Karen Sleigh@nottinghamshire.pnn.police.uk
Agenda Item:	8

Nottinghamshire Police and Crime Commissioner's Consultation and Engagement Report

1. Purpose of the Report

1.1 The purpose of this report is to provide the Strategic Resources and Performance Meeting with an overview of the Police and Crime Commissioner's (the Commissioner's) consultation and engagement activities on budget proposals and shaping the policing priorities which have informed the Police and Crime Needs Assessment and the refreshing of the Police and Crime Plan 2015-18.

1.2 The Commissioner has set out his approach to consultation and engagement in his strategy "…giving victims and citizens a bigger voice in policing to achieve a safer Nottingham and Nottinghamshire.[1]

1.3 The current challenges of less money across public services, changing demands and demographics, technology transforming almost all aspects of life, raised public expectations and changed behaviour about the way services are accessed and consumed, has created the need to refresh our approach to informing and involving the community, other interested individuals and groups to shape police and crime services to build better and safer neighbourhoods. The Commissioner will launch his refreshed Consultation and Engagement Strategy in April 2015, which will be underpinned by a Charter and multi-agency action plan.

2. Recommendations

2.1 That the Strategic Resources and Performance Meeting discuss and note the Nottinghamshire Police and Crime engagement and consultation activities which have informed the Police and Crime Needs Assessment and prioritisation of policing and community safety in the refreshed Police and Crime Plan 2015-18.

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[1] Community Engagement and Consultation Strategy

3.	Reasons for Recommendations

3.1 The Commissioner has statutory responsibilities for consultation for improving victim satisfaction, identifying and setting local policing priorities, producing the Police and Crime Plan and Annual Report, and setting the budget and precept for the delivery of quality policing in consultation with the Chief Constable.[2]

3.2 Consultation and Engagement Strategy

The Commissioner's Consultation and Engagement Strategy sets out the approaches the Commissioner will take to listen to victims, individuals and communities on how to locally reduce crime and disorder, bring more offenders to justice and create more confident, vibrant safer communities, and nationally by interacting on the wider police reform landscape.

3.3 It is important that the Commissioner engages with communities and interest groups such as victims, adult and children safeguarding boards, watch schemes, unitary, county, district, city, town and parish councils, Police Independent Advisory Groups, the voluntary and the community sector and speak with people to find out their true views about policing budgets and priorities for effectively tackling crime and improve community safety.

3.4 Consultation and Engagement Shaping the Budget and Priorities

In total, bespoke consultation and engagement activities have captured the views of over 4,000 residents for the budget and priorities set out in the refreshed Police and Crime Plan through the following:

- Consultant led focus groups, one in Nottingham (City), one in North Nottinghamshire (Worksop), one in South Nottinghamshire (Bingham), one with women and one with members of the Black and Minority Ethnic (BME) community.
- The Commissioner's online consultation questionnaire and supporting video on the Police's Delivering the Future proposals.
- Evidence collected through the Nottinghamshire County Council Annual Residents Satisfaction Survey 2014 and the Nottingham City Council and the City's Crime and Drugs Partnership Annual Respect Survey.

3.5 Police and Crime Needs Assessment

The Nottinghamshire Police and Crime Needs Assessment included results of local and national consultation and engagement findings which were aggregated into an overarching summary of threat, harm and risk. The key findings were consulted on at the Commissioner's Stakeholder Priority Setting Event on the 8th January 2015, where there were presentations to summarise the work supported by a workshop and question panel to address any gaps to threat, harm and risks identified and priority action for the Commissioner, Force and Partners to address in the Police and Crime Plan 2015-17.[3]

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[2] The Police Reform and Social responsibility Act 2011
[3] The Nottinghamshire Police and Crime Needs Assessment

3.6   A key point identified in the assessment was a **greater need to understand, profile and engage with existing, new and emerging communities** to identify vulnerability and offending. There are growing opportunities for greater understanding of **demand** and **prevention** of crime within 'hard to reach' communities. There have been negotiations with the Nottingham Trent University to have a PHD student working to the Office of the Police and Crime Commissioner to do a longer term piece of research to identify the key issues for new and emerging communities and identify policing and community safety needs.

3.7   Partnership Plus Areas
The Nottinghamshire Office of the Police and Crime Commissioner (NOPCC) was asked to lead an independent review of Partnership Plus Areas (PAAs) in May 2014 by the Safer Nottinghamshire Board (SNB). There are currently 15 PPAs with 3 discretional ones across the County. The partnership conversation has moved from a debate about the criteria and how many PPAs should there be, to how can we work differently with communities in a climate of reducing resources. There is a key principle to improve community and individual empowerment through improved consultation and engagement to involve people in shaping the services around their needs, understand demand, prevention and early intervention which will realise efficiencies for more expensive enforcement services.

3.8   There is a transformational programme to implement the findings of the Review to move away from geographical hotspots focused on crime performance to an integrated locality working model. There has also been a separate Academic led piece of research from telephone surveys for the PPAs to provide a deeper understanding of the specific issues that are important for service delivery in the areas to improve community safety.

3.9   There is further scoping work looking at utilising Community Organisers in local areas through the Prevention Programme which will support integrated locality working.

3.10   Events and Conferences
The Commissioner and his Deputy have hosted or supported a variety of themed conferences, which have included Transforming Rehabilitation, Victims Services, Domestic Violence, Immigration, Alcohol, Mental Health and Hate Crime. These have all provided opportunities for key stakeholders and practitioners to contribute and shape the services to respond to the needs of individuals and communities.

3.11   Nottinghamshire Youth Commission
There have been provisional meetings to identify further planning and groundwork needed to start the project to set up a Youth Commission which we will be able to encourage wider youth engagement. The aim is the have a clear plan in March with recruitment to start in April.

3.12   Walkabouts

The Commissioner and his Deputy have scheduled walkabouts, which will be focused on PPAs across the County and High Impact Areas in the City. This allows for a two way conversation with the public which we collate and integrate into the Nottinghamshire Police and Crime Needs Assessment.

3.13 Meetings

The Commissioner has established a number of different types of meetings many of which the public are able to attend. By attending the public will be able to hear what the Commissioner's priorities are and what he is doing to address them. The public is also able to hear him hold the Chief Constable to account.

3.14 Summer events

Last year the Commissioner, his Deputy and members of his Office attended various events across the City and County. There is currently forward planning work for the events for consulting directly with the public to address key concerns for policing and community safety.

3.15 Key meetings with partners

The Commissioner and his Deputy are invited and attend various meetings throughout the year and feedback information to shape policing and crime across the City and County, ensuring follow up discussions with individuals and community groups which provides a source of information for consideration in the Police and Crime Plan.

3.16 Victims

Supporting victims is one of the Commissioner's highest priorities. When the Commissioner was elected two years ago, he pledged to ensure that victims of crime are treated as people, not cases. He is determined to place victims' interests and needs first, working closely with his Deputy Commissioner to ensure that future services are the best they can be. Their work has involved research and in-depth consultation in readiness for the new rules which switch commissioning funding and powers from the Ministry of Justice to Police and Crime Commissioners (PCCs). [4]

3.17 The Commissioner was an early adopter for victims' services from October 2014, having the responsibility for commissioning the majority of emotional and practical support services for victims of crime in Nottinghamshire, including restorative justice. A key area of improvement will be advanced through the opportunities to enhance the sharing of information and working across agencies to improve reporting, referrals and support pathways for victims.

3.18 There is a revised Code of Practice for Victims of Crime that lists the key entitlements that victims of criminal conduct are entitled to.[5] There is further work being conducted, led by the Deputy Commissioner, to embed this Code across Nottingham and Nottinghamshire.

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[4] MOJ: Victims' Services Commissioning Framework may 2013
[5] MOJ: Code of Practice for Victims of Crime October 2013

3.19 **Research**
There has also been specific targeted research for further understanding victim's needs and domestic violence victim's needs which has shaped the Victims Strategy and work on the Review of Domestic Violence which was launched in 2014. There has been an interim report produced by the University of Leicester which has focused on Medium Risk Repeat Domestic Violence, the final report will be finished for October 2015 and there will be a launch of the findings and recommendations at a National Event being organised by the Deputy Commissioner.

3.20 **Mystery Shopping**
There is an ongoing programme of volunteers conducting Mystery Shopping exercises which provide a reality check of communication and services available to the public. These exercises produce findings which are reported and included in the collation of evidence for the Police and Crime Needs Assessment to identify the priorities for policing.

3.21 **Correspondence**
The Commissioner and his Deputy have been responding throughout the year to various complaints, compliments and general correspondence which has provided a rich picture of information on policing and community safety which has been assessed as part of general governance and decision making together with providing valuable information for the Police and Crime Needs Assessment.

4   Summary of Key Points

4.1 The full evaluation report is attached for information, however, a summary of the findings identified through the specific budget and priority setting consultation and engagement is outlined below:

- There was overall support for having to remodel policing for Nottinghamshire, 62%, and increasing the precept given the national context of austerity and on-going policing budget cuts, however, 82% did not support savings to local policing.

Key areas for potential savings included:
   o Investing in preventing crime and early intervention through education and working with communities.
   o Joined up working with other agencies through multi-agency hubs, supported by training and information sharing, particularly for areas such as domestic violence, child abuse and other serious crime.
   o Support for collaboration with other forces.
   o General support for specialist investigative teams to assist with bringing more people to justice, and focusing on protecting vulnerable people against crime such as child sexual exploitation and domestic violence.
   o Support for victims of crime having a single point of contact throughout their journey.

- General support for volunteering, with 86% having participated in volunteering over the last 12 months.
- Increasing PCSO powers, or more Police Staff to ensure that Police Officers are utilised for jobs requiring warranted powers.
- Reducing the number of senior policing ranks and the number of meetings Police Officers attend, find savings through enabling officers with improved technology and reducing bureaucracy to free them up to be accessible in their communities to focus on tackling local issues.
- Savings to the Nottinghamshire Office of the Police and Crime Commissioner, 44% and 50% said no to reducing police support functions.
- Respondents identified that they would be prepared to pay more for policing, 53% of respondents from the Residents Survey (with 14% responding maybe).

Key areas to invest in policing included:
- There were concerns for closing police buildings, but general support for increasing visibility of officers 85%, with the Independent Advisory Groups 28%, 75% saying no to reducing policing time dealing with the public.
- Clearer communication with communities, particularly for reporting crime, also promoting the confidence to contact the police for less serious issues to pass on intelligence, but a clear definition of an emergency would be useful to promote together with the numbers to call other than 999.
- Acceptance that new communication and social media are important tools for policing, but should not be the only method of communicating with the public.
- Support for a named Police Officer for each area to improve response times.
- Support for spending more on drug and alcohol related crime and exploiting new technology to assist tackling some crimes.

Victims focused
- Recognised importance for offering restorative justice where appropriate, with specific emphasis on it needing to be victim led.
- Concern that there needs to be an equitable distribution of resources across the City and County.
- Improve road safety awareness and tackle illegal parking, 58% did not want any cuts to roads policing.
- Three quarters (75%) of all respondents reported feeling safe (either very or fairly safe) in their local area when outside after dark.
- Perceptions of anti-social behaviour being a very or fairly big problems being: noisy neighbours (4%/7%), groups of people hanging around the streets (5%/13%), rubbish or litter lying around (10%/16%), vandalism, graffiti and deliberate damage to property or vehicles (5%/11%), people being drunk or rowdy in public places (7%/9%), people using or dealing drugs (9%/11%), people being

attacked/harassed because of their skin colour /ethnic origin/religion (1%/4%), abandoned or burnt out vehicles (0%/2%).

Communicating with the Commissioner
- o Preferred method of obtaining information about the Commissioner, being through local newspapers and newsletters (20% and 23%).
- o Important business areas identified for review include:
  - Stop and search – very important (33%), important (46%).
  - Recruitment and retention of police officers – very important (59%), important (36%).
  - Hate crime related to disability – very important (47%), important (43%)

4 Financial Implications and Budget Provision

5.1 There have been financial budgets associated with the production of bespoke consultation and engagement activities, which have informed the budget process and priority setting for the refreshing of the Police and Crime Plan and aligning budgets to community safety to deliver the outcomes of the Police and Crime Plan.

5 Human Resources Implications

6.1 Human Resource implications will be identified through the budget setting process and resource allocation aligned to the Commissioner's Strategic priorities.

6 Equality Implications

7.1 There will be a refresh of the Equality Impact Assessment to inform the Engagement and Consultation Planning for the Police and Crime Plan and refreshing the Consultation and Engagement Strategy.

7 Risk Management

8.1 The Nottinghamshire Police and Crime Needs Assessment identifies the threat, harm and risks to policing, crime and community safety, with mitigation actions identified through the Strategic Plan in the Police and Crime Plan 2015-18. These risks and priority actions will be monitored through the Commissioner's Delivery Plan and reported on in line with the Commissioner's Governance Framework.

8 Policy Implications and links to the Police and Crime Plan Priorities

9.1 The Commissioners Governance Framework, together with supporting strategies are being delivered as part of the Police and Crime Plan's Strategic Framework.

9   Changes in Legislation or other Legal Considerations

10.1   Police Reform and Social Responsibility Act 2011. In addition, the Commissioner has a responsibility and must have due regard to all other legal requirements and specifically the provisions of:

- The Policing Protocol Order 2011
- Financial Code of Practice (FMCOP)[6]
- Strategic Policing Requirement (SPR)[7]
- Elected Local Policing Bodies (Specific Information) Order 2011[8]

11   Details of outcome of consultation

11.1   The consultation programme will be completed in April to support the refresh of the Consultation and Engagement Strategy, with significant variations being presented to the Police and Crime Panel.

12. Appendices

12.1

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

- 13.1   Police and Crime Plan Priorities and Budget Consultation 2014/15 evaluation findings

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[6] Financial Code of Practice 2012
[7] Strategic Policing Requirement
[8] Specific Information Order 2011

Nottinghamshire Office of the Police and Crime Commissioner

Police and Crime Plan Priorities and Budget Consultation 2014/15

Evaluation of Findings

Author: Karen Sleigh

January 2015

Executive Summary

The Police and Crime Commissioner has a wide remit to cut crime and improve community safety in Nottingham and Nottinghamshire. Various consultation and engagement exercises were conducted over the last year to identify the relevant issues from communities to refresh the planning and prioritisation of policing and community safety. The consultation and engagement activities have been analysed and this report provides the highlights for consideration in the revision of the Police and Crime Plan 2015/18.

The consultation activities have included:

- Consultant led focus groups, one in Nottingham (City), one in North Nottinghamshire (Worksop), one in South Nottinghamshire (Bingham), one with women and one with members of the BME community.
- The Commissioner's online consultation questionnaire and supporting video on the Police's Delivering the Future proposals.
- Evidence collected through the Nottinghamshire County Council Annual residents Satisfaction Survey 2014 and the Nottingham City Council and the City's Crime and Drugs Partnership Annual Respect Survey.
- Academic led research from telephone surveys for the Nottinghamshire Safer Neighbourhoods' Partnership Plus Areas.

Summary of key findings:

In total, the consultation and engagement activities have captured the views of over 4,000 residents. Some of the key highlights being:

- Overall support for having to remodel policing for Nottinghamshire given the national context of austerity and on-going policing budget cuts (62% of respondents from the online survey).
- 82% of the respondents of the Nottinghamshire Residents Survey did not support savings to local policing.
- Support for investing in preventing crime work and early intervention through education with communities (96.4% of respondents from the online survey).
- Support for joined up working with other agencies through multi-agency hubs, supported by training and information sharing, particularly for areas such as domestic violence, child abuse and other serious crime (92.8% from the online survey).
- Support for collaboration with other forces (85.7% from the online survey).
- Identified that there should be clear communication with communities, particularly for reporting crime, also promoting the confidence to contact the police for less serious issues to pass on intelligence, but a clear definition of an emergency would be useful to promote together with the numbers to call other than 999.
- General support for specialist investigative teams to assist with bringing more people to justice, and focusing on protecting vulnerable people against crime such as child sexual exploitation, domestic violence (86% from the online survey).

- Support for victims of crime having a single point of contact throughout their journey.
- Acceptance that new communication and social media are important tools for policing, but should not be the only method of communicating with the public.
- Support for a named Police Officer for each area (82.2% from the online survey), need to improve response times.
- General support for volunteering, with 86% of respondents from the Nottinghamshire Residents survey having participated in volunteering over the last 12 months. The City Respect Survey found overall, just one-in-ten respondents (9%) said they were currently involved in formal volunteering. This is a reduction from 10% in 2013 and 2012, and from 13% in 2011. In 2014, 10% of respondents said they were involved in more informal volunteering such as joining a neighbourhood watch group or helping an elderly neighbour. This is a reduction from 11% in 2013 and 2012, and from 18% in 2011.
- Support for increasing PCSO powers, or more Police Staff to ensure that Police Officers are utilised for jobs requiring warranted powers (82.1% from the online survey).
- Recognised importance for offering restorative justice where appropriate, with specific emphasis on it needing to be victim led.
- There were concerns for closing police buildings, but general support for increasing visibility of officers (85% from the online survey), ensuring that they are enabled with technology to be as visible and accessible in their communities and focused on tackling local issues, with a recognition that there needs to be a focal point/base of some sorts.
- Support for spending more on drug and alcohol related crime and exploiting new technology to assist tackling some crimes.
- Concern that there needs to be an equitable distribution of resources across the City and County.
- Find savings through reducing the number of senior ranks, number of meetings Police Officers attend and find savings through reducing bureaucracy.
- Prepared to pay more for policing (48.2% from the online survey) 53% of respondents from the Nottinghamshire Residents Survey said they would be prepared to pay more for policing, with 14% responding maybe, the focus groups identified that there was little support to increase the precept.
- Improve road safety awareness and tackle illegal / dangerous parking.
- 33% of respondents were very satisfied, with 47% fairly satisfied (Nottinghamshire Residents Satisfaction Survey), with their local area.
- The overall proportion of respondents feeling respected all or most of the time by local public services (61%) has decreased by 4% since the 2012 survey (Nottinghamshire Residents Satisfaction Survey).
- Three quarters (75%) of all respondents reported feeling safe (either very or fairly safe) in their local area when outside after dark (Nottinghamshire Residents Satisfaction Survey).
- The City Respect Survey found that over two-thirds of respondents (71%) said they feel fairly or very safe when walking alone in their local area when it's dark. This is significantly higher than in 2013, 2012 and 2011 and the trend data suggests that perceptions of feelings of safety in the local neighbourhood

have improved over the years. Women, the 65+ age group, and respondents living in the most deprived areas are less likely to feel safe in their neighbourhood when it gets dark, with a 10 percentage point difference between the most and the least deprived areas.

- Respondents who feel very or fairly unsafe rank people using or dealing drugs, street drinking and intimidation as a result of gangs of as more of a problem in their local area than respondents who feel safe.

- Respondents have more concerns about Nottingham City Centre after dark, with just over half (55%) who said that they feel fairly or very safe in the City Centre. However, there was a significant increase in the proportion who feel safe between 2014 and 2013, 2012 and 2011 As in previous years, women are less likely to feel fairly or very safe than men.

- The City Respect Survey found that perceptions of anti-social behaviour overall continue to fall with only 6% of respondents reporting a high perception of anti-social behaviour, lower than in 2013, 2012 and 2011. There were significant differences by age, with those in the 65+ age group having lowing perceptions of anti-social behaviour.

- The top two ranked anti-social behaviour issues in the local neighbourhood continue to be 'dog fouling', rubbish, and litter lying around (City Respect Survey).

- Begging in Nottingham City is also is also an issue that respondents are concerned about, with 28% of respondents agreeing that this is a fairly of very big concern.

- Overall, 9% of respondents had been personally targeted by some form of anti-social behaviour in the last six months, similar to 2013 and a fall from 2011 and 2012. Around two-thirds (65%) had reported it to someone, the majority of which had reported it to the Police (90%). About half (48%) were very or fairly satisfied with the response, an increase from 2012, but a fall from 2013 and 2011. For those who did not report it, the main reason was that they thought there was no point as nothing would be done. There is also some evidence of under-reporting of ASB with 35% of those personally targeted by ASB not reporting it.

- Perceptions of anti-social behaviour being a very or fairly big problems being: noisy neighbours (4%/7%), groups of people hanging around the streets (5%/13%), rubbish or litter lying around (10%/16%), vandalism, graffiti and deliberate damage to property or vehicles (5%/11%), people being drunk or rowdy in public places (7%/9%), people using or dealing drugs (9%/11%), people being attacked/harassed because of their skin colour /ethnic origin/religion (1%/4%), abandoned or burnt out vehicles (0%/2%) (Nottinghamshire Residents Satisfaction Survey).

- As in 2012 and 2011, respondents are clearly most concerned about issues relating to alcohol in relation to Nottingham City Centre, with 32% of respondents agreeing that people being drunk or rowdy in public spaces is a fairly or very big problem and 28% claiming that street drinking is a fairly or very big problem. Young people in the 16-24 year old age group also recognise the issues in relation to street drinking and rowdiness as being a problem for them – indeed, there is an indication that these are more of an issue for younger than older residents.

- Six out of 10 (58%) of respondents said they tend to agree or strongly agree that there is a sense of community where they live. This is an increase from

2013 when 53% of respondents agreed or strongly agreed and from 2012 when 51% of respondents agreed or strongly agreed, but a slight decrease from 2011, when 59% respondents agreed or strongly agreed (City Respect Survey).

- The City Respect Survey found that satisfaction with the Police and Council remains high with two-thirds (66%) of respondents agreeing that they are dealing with the anti-social behaviour and crime issues that matter. Analysis of those respondents who were dissatisfied highlights that those respondents perceived 'people using or dealing drugs', 'Vandalism/ Criminal damage' and 'intimidation as result of groups/ gangs of young people hanging around on the street' to be more of a problem and these issues could be a possible driver of satisfaction.

- The City Respect survey found that nearly half (48%) of respondents thought that crime had 'no effect' or very little effect on their quality of life (a score of 0 or 1). Over three-quarters (78%) of respondent thought that crime has 'not a problem at all' or 'not much of a problem' in their local area. Nearly half (53%) of respondents thought that levels of crime had stayed the same in their local area over the past few years, 34% thought crime had gone down and 13% thought crime had gone up.

- Preferred method of obtaining information about the Commissioner, being through local newspapers and newsletters (20% and 23% from the Nottinghamshire Residents Survey).

- Importance business areas identified for review in the Nottinghamshire Residents survey are:
  - Stop and search – very important (33%), important (46%).
  - Recruitment and retention of police officers – very important (59%), important (36%).
  - Hate crime related to disability – very important (47%), important (43%).

- For the City Respect survey, in terms of crime and community safety in their local area, over one-third (35%) of residents ranked burglary as their primary concern, with alcohol related violence and disorder ranked first by 16% of residents.
  - In relation to what could be done to reduce crime and anti-social behaviour, residents were asked to rank a list of different measures. Looking at the top ranked, better parenting was ranked first by respondents with almost a quarter (23%) ranking this aspect first. More CCTV was ranked first by 22% of respondents. There are some differences between rankings based on mean score this year and those reported in 2012 and 2011. Most notable more CCTV has increase to 1st place from 3rd in 2012 and 2013. In contrast, more visible policing was ranked 1st in 2012, and is now ranked 2nd, and better parenting was ranked 1st in 2011 and is now ranked 3rd.

1.   Introduction

The consultation has been carried out on behalf of the Nottinghamshire Police and Crime Commissioner (the Commissioner), which has included consultant led focus groups, web based surveys, telephone interviews focused on the Nottinghamshire Safer Neighbourhoods Partnership Priority Areas, together with Community Safety Partners surveys.

The fundamental aim of the consultation has been to provide recommendations for the revision of the Police and Crime Plan for the Commissioner. The recommendations have been based on:

- Consultant led focus groups, one in Nottingham (City), one in North Nottingham (Worksop), one in South Nottingham (Bingham), one with women and one with members of the BME community.
- The Commissioner's online consultation questionnaire and supporting video on the Police's Delivering the Future proposals.
- Evidence collected through Nottingham County Council Annual Residents Satisfaction Survey 2014 and the Nottingham City Crime and Drugs Partnership Annual Respect Survey.
- Academic led research from telephone surveys for the Partnership Plus Areas.

This report presents the findings of all the consultation activities and recommendations.

2.   Consultation and Review

The Commissioner has a wide remit to cut crime and improve community safety in Nottingham and Nottinghamshire. The Nottinghamshire Police and Crime Plan 2013-18 sets out the Commissioner's intentions to: achieve safer communities and improve trust and confidence in high quality policing by reducing crime and anti-social behaviour; ensuring fairer treatment of victims and citizens and demonstrating the wise use of public resources.

The Commissioner has captured the views of over 4,000 local residents in 2014/15 as part of specific consultation activities; however, this report does not collate the views gathered by the Commissioner and his Deputy through stakeholder events and local meetings.

The consultation has identified the issues that residents most commonly want the Commissioner and the police and community safety partners to tackle in their local areas.

3.   Focus Group Findings

Opinion Research Services (ORS) was commissioned by the Nottinghamshire Office of the Police and Crime Commissioner (NOPCC) to undertake five focus groups. The purpose of the deliberative sessions was to allow the Commissioner to engage with, and listen to, members of the public about important police and crime issues. The sessions both informed participants of the Commissioner's role and gain insight into people's policing priorities and ideas about the policing budget which will contribute to the planning for the future identified in the Police and Crime Plan.

In total, there were 46 diverse participants at the focus groups:

Area	Time and Date	Attendees
Nottingham City	6:30pm – 8:30pm Tuesday 25th November 2014	12
North Nottinghamshire (Worksop)	6:30pm – 8:30pm Wednesday 26th November 2014	7
South Nottinghamshire (Bingham)	6:30pm – 8:30pm Thursday 27th November 2014	10
Women (Nottingham)	6:30pm – 8:30pm Tuesday 25th November 2014	10
BME	6:30pm – 8:30pm Wednesday 14th January 2014	8 (including 2 refugees)

The make-up of the groups were:

Criteria	Focus Groups
Gender	Male: 16 Female: 23
Age	16-34: 11 35-54: 16 55+: 12
Ethnicity	12 BME
Limiting Long-term illness	7

Overall, the five focus group sessions considered a wide range of important issues; the following section provides a highlight of the findings with significant differences in views appropriately highlighted.

Main Findings

Prevention and early intervention
- The majority of participants in all but the BME Group agreed that 'prevention is better than cure' - working with local communities.
- The BME Group were concerned that prevention and early intervention could be used to discriminate against minorities, referring to 'stop and search' powers.

Working with other agencies
- There was scepticism that other agencies would not want to work with the police, with concerns for lack of training and personal safety, however, some of the participants believed working with other agencies would be beneficial such as housing associations to tackle anti-social behaviour.

Involving the public

- There was a belief that the public would not want to work with the police, but it was cited that local people get involved through initiatives such as 'Neighbourhood Watch'.

Education and young people

- Participants welcomed education and preventative work with young people, to improve respect and confidence in policing, with a focus on promoting the profile of the police.

Working with retail and businesses

- Overall this was not given much attention; however, a small number of participants in the North and South Nottinghamshire felt that the police should support businesses to take responsibility for crime prevention.

First point of contact – multi-agency hub

- All participants supported the idea of a multi-agency hub with certain incidents being dealt with by other agencies rather than the police.
- There was strong feelings that another number, other than 999 should be used, with negative experiences shared of using the 101 number.
- Participants believed that there needed to be well trained staff able to operate to a high standard, focus on improving response times, should be provided 24/7, and based on a clear definition of an emergency.
- There needs to be more education and a clear communication strategy with the public on what an emergency is and how the hub works.
- The point was made that as long as the service is responsive and of a good quality – it does not matter who actually answers the call.
- There was a division in opinions on whether a multi-agency hub would more cost effective.

Extending the working age of a police officer

- There was some support; with views that older officers could be employed in the multi-agency hub, but there were concerns that the salary of a police officer would make this an expensive option.

Developing specialist investigation teams

- There was an understanding of the complexities of undertaking investigations, and generally supported the development of specialist investigative teams to focus on evidence gathering and making stronger cases which could ultimately lead to a greater number of convictions.
- There were positive comments made on the work of the specialist rape team.

Specialist teams – impact on victims of crime

- Participants in all but the BME Group largely supported the principle behind the develop of specialist teams – with a belief that more not fewer officers could end up getting involved.
- There was support for victims of crime having one point of contact during the investigation process, with examples given of being a victim and having to deal with several different police officers.
- There was a belief that the team needed skilled police officers, however, participants in South Nottingham and Nottingham City raised the point that they were unconvinced that this would save money.

What it means for the public

- **Communicati**on – largely accepted that new forms of communication, such as social media are required, however, there was concern that some groups within society are not computer literate or have access to a computer, therefore, there should not be an over reliance on technology, it should be an addition to not a replacement for the physical present of the police in the community. Participants in the Women's Group felt strongly that a police presence should not be restricted to a police station and

suggested other venues within the community.
• **Named officer for all areas** – strongly supported by the Women's and North Nottinghamshire group, but it could not be seen how this could reduce costs.
• **Volunteering** – some support for using volunteers with the South Nottinghamshire group, however, in the North Nottinghamshire Group they identified concerns about the safety risks attached with volunteering.

What it means for – victims of more serious crime

- Support for minimum standards for victims of more serious crime, but there were concerns of how serious crime is defined, particularly in the Nottingham City Group.
- Support for more joined up working with other agencies particularly in cases of domestic violence, child abuse and other serious crime, with support for the police coordinating agencies to improve communication.

What it means for – vulnerable people

- Views were shared that vulnerable people should be cared for by the community and family and that there is an over reliance on the police, but overall, it was supported that vulnerable people should be part of the remit of the police with a focus on prevention of targeting.

What the proposals means for offenders

- **PCSOs and on the spot fines** – overall this was felt to be hard to impose by PCSOs, however, there was support for fines, and most participants believed it would be beneficial to increase PCSO powers.
- **Restorative justice** – recognised the importance of offering restorative justice where appropriate, both in terms of providing the victim with some degree of closure and acting as a potential future deterrent to the perpetrator, however, participants in both the women's and North Nottinghamshire groups felt it needed to be victim-led and the perpetrator should be assessed as to whether it will be both meaningful and honest.
- **Police officers versus buildings** – the Women's Group expressed concerns that too many police stations have been closed, and feared that more will be shut in the future, participants felt that where there are crime hotspots there should always be a police building, it was expressed that police officers require a permanent base, they cannot operate out of their cars, and building provide local access to the police. Participants in the North Nottingham and BME Groups had some reservations about losing police buildings. Overall participants generally favoured maintaining the levels of police officers.
- However, although there were general concerns for the loss of police buildings, overall the groups favoured maintaining the levels of police officers. The Women's group identified that there are cost benefits from co-location, but there were other groups who were concerned about the loss of privacy.

Precept

- The focus of the discussions were on cost savings rather than boosting income through the precept, focusing on where to spend less and what should stop being provided within the existing budgets, with little support to raise the precept.
- **The PCC should spend less on…** Participants suggested that the police should spend more on drug and alcohol related crime and exploiting new technology to assist tackling some crimes.
- **The PCC should stop providing…** Participants in North and South Nottinghamshire felt that the PCC should stop providing police for football matches, marathons and night club closing times, and they believed that such events could provide an income for the police. A few participants in the Nottingham City and South Nottinghamshire Groups raised the issue of traffic related crime which they felt was given a disproportionate amount of time in comparison to more serious crime.

Greater joined up working with other forces

- This divided opinion within groups, those against equated it with centralisation of

- services and a move away from local services.
- The North Nottinghamshire group identified that there needs to be an equitable distribution of resources across the City and County, and the County feels that they lose out.
- Most, however, supported the idea of joined up working and felt it could enable the PCC to make potential cost savings, improve information sharing and develop more specialist teams.

4.   Online Consultation Questionnaire Findings

The Commissioner hosted an online questionnaire with a supporting video and presentation outlining plans for 'Delivering the Future' policing proposals. The key findings are identified in the next section.

The make-up of the respondents covered: one in Nottingham (City), one in North Nottinghamshire (Worksop), one in South Nottinghamshire (Bingham), one with women and one with members of the BME community.

The sample profile was:

Criteria	Respondents
Gender	Male: 68% Female: 32%
Age	16-34: 12% 25-34: 20% 35-44: 24% 45-54: 24% 55+: 16%
Ethnicity	White: 81.5%
Sexuality	Heterosexual: 80% Lesbian/Gay: 8%
Disability	8%

Main Findings

Having either watched the video or looked at the presentation, how would you rate your support of the following Delivering the Future proposals described below?	
The remodelling of policing in Nottinghamshire given the national context of cuts to policing budgets	62.9% of respondents supported the need to remodel policing
Investing funding in preventing crime and intervening early before problems escalate	96.4% of respondents supported prevention and early intervention
Working with partners to deal with calls to the police quickly and at the first point of contact through a multi-agency hub	92.8% of respondents supported multi-agency working
Ensuring each neighbourhood has a named contact, and targeting resources to neighbourhoods with greatest need	82.2% of respondents supported targeting resources
Recruiting more Police Staff to ensure Police Officers with warranted powers are able to respond to incidents and crimes quickly	82.1% of respondents supported utilising police staff for roles that do not require warranted powers
Greater joined up working with other Forces and public	85.7% of respondents supported

bodies to help protect local policing	collaboration
To what extent do you support more police resources being spent on protecting people against crimes such as child sexual exploitation, domestic violence and protecting the vulnerable	86% of respondents supported resources focused on serious crimes

Are there any areas of policing you feel the Commissioner should be spending more or less money on? If so what are they?

- Visible policing in neighbourhoods concentrating on local issues, ensure local officers spend the majority of their time out in their neighbourhoods and reduce bureaucracy, improve technology, improve opportunity to educate and deter anti-social behaviour.
- More officers to attend incidents, this could include other agencies
- Immigration awareness.
- Less money spent in the NOPCC, and less high ranking offers.
- Less money spent on investigating Police Officers over trivial matters.
- More specialised skills to tackle Counter Terrorism and Child Sexual Exploitation.
- Roads policing, focus less on prosecuting motorists.
- More PCSOs, and give them more powers / Less PCSOs.
- Youth offending and interventions.
- Investing in Criminal Investigations recruitment.
- More integrated working with other agencies and other forces.
- Better collaboration that realises savings, more investment on training and developing staff and specialist skills.
- Improve treatment of victims.
- Transparency, build on relationship building with communities.
- Internal changes and back office reductions need to avoid a reduced quality.

Most households in Nottinghamshire pay £134.34 (Band B) or less a year towards policing in the County. Would you be prepared to pay more towards policing?
- 48.2% of respondents would pay more towards policing.

Do you support the Commissioner in protecting spending on Police Officers and not on Police Buildings?
- 85% of respondents supported protecting spending on Police Officers.

Are there any areas of policing that you believe Nottinghamshire Police should stop providing? If so, what are they?

- Calls to mental health incidents unless life is at risk
- Need to do as much as you can with the Police Officers you have.
- Focus on policing – reduce the social services roles of officers.
- Clear definition of role of policing needed.
- Restrict town centre licensing hours.
- Out of hours support for council responsibilities such as noise complaints or social services.
- Reduce the number of meetings.
- Transfer responsibilities for deaths to coroners if there are no suspicious circumstances.
- Missing persons should only be looked at by the police after 24hrs unless there are specific risk factors.
- Parking issues.
- Sudden death – should be left with healthcare professionals.
- Police need to focus on police matters.

5. Nottinghamshire Annual Satisfaction Survey 2014 Findings

The 2014 Residents' Satisfaction Survey conducted for Nottinghamshire County Council and the Commissioner, by an independent market research agency, plays an important role in capturing local people's views, experiences and perceptions of value for money, communication channels, quality of life and policing and crime. The results are made up form an amalgamation of the seven Districts and Boroughs: Ashfield District Council, Bassetlaw District Council, Gedling Borough Council, Mansfield District Council, Newark and Sherwood District Council and Rushcliffe Borough Council.

The research was conducted via a face-to-face, on-street survey with residents aged 18 or over, across Nottinghamshire. A representative sample of 1,053 respondents were interviewed between 1 October 2014 and 29 October 2014. Quotas were set on gender, age, working status and ethnicity according to the most up to date population data (i.e. the census 2011). To identify differences between Districts and Boroughs, approximately 150 respondents were interviewed in each.

Main findings

The sample profile was:

Criteria	Focus Groups
Gender	Male: 49% Female: 51%
Age	18-24: 10% 25-34: 14% 35-54: 36% 55–64: 16% 65+: 23%
Ethnicity	White: 93%
Disability	23%

2014	2013	2012
Satisfaction with the local areas as a place to live • 33% of respondents were very satisfied, with 47% fairly satisfied	35%/49%	32%/46%
Being treated with respect and consideration by local public services • 22% of respondents believed this to be true all of the time, 39% most of the Time and 12% some of the time.		23% 42%/17%
Community safety – feeling of being safe in the local area after dark • Safety in the local area after dark – 40% very safe, 35% fairly safe • Safety when home alone at night - 59% very safe, 29% fairly safe	41% 67%/21%	40% 76%/19%
Community cohesion – agreement that people from different ethnic backgrounds get along • 10% of respondents definitely agree, 41% tend to agree	22%/35%	20%/38%
Influence on local decision making • 5% of respondents definitely agreed, 31% tended to agree	5%/23%	8%/28%
Participating in volunteering		

- 86% of respondents participated in volunteering over the last twelve months (with local community or neighbourhood groups at 39%, and health, disability and social welfare at 21%)

Perceptions of anti-social behaviour
- Very or fairly big problems being: noisy neighbours (4%/7%), groups of people hanging around the streets (5%/13%), rubbish or litter lying around (10%/16%), vandalism, graffiti and deliberate damage to property or vehicles (5%/11%)
- People being drunk or rowdy in public places (7%/9%)
- People using or dealing drugs (9%/11%)
- People being attacked/harassed because of their skin colour /ethnic origin/religion (1%/4%)
- Abandoned or burnt out vehicles (0%/2%)

Internet usage
Devices ranked top for access the internet at home: desktop computer (13%), laptop computer (29%), tablet (12%), smartphone (18%)

Police and crime
How important are the Commissioners' priorities:
- Protect, support and respond to victims, witnesses and vulnerable people (49%)
- Focus on those local areas that are most affected by crime and disorder and anti-social behaviour (17%)
- Spend your money wisely (11%)
- Prevent offending, early intervention and reduce re-offending (5%)
- Reduce the threat of organised crime (5%)
- Reduce the impact of drugs and alcohol misuse on the levels of crime and anti-social behaviour (12%)
- Improve the efficiency, accessibility and effectiveness of the criminal justice system (3%)

Other priorities
Other priorities that should be added to the list in count order:
- More visible policing
- Quicker police response time
- Open more police stations / 24/7
- Young people in streets/shops
- Illegal / dangerous parking – especially outside schools and in the town centre
- Get rid of the Police Commissioner
- Stronger measures to stop people speeding
- Police should be harder on their approach – they are too politically correct
- More support for the elderly
- Need more information about the police
- Reduce threat to vulnerable people
- Road safety awareness
- More PCSOs and give them more power
- Revive the justice system
- Police to spend more time educating kids on what crime does to people and how it affects their lives
- Council and police to work better together – stop passing the buck
- Investigate more crime i.e. domestic burglary
- Need to aim more at the drug problems in the area

Current and preferred methods of obtaining information about the Commissioner:	
- Local newspaper (current 12%, preferred 20%)	19%/20%
- Newsletters/information leaflets (current 6%, preferred 23%)	21%/29%
- Local broadcast media (current 4%, preferred 4%)	9%/4%
	3%/4%

• Social media such as Twitter and Facebook (current 3%, preferred 6%) • Commissioner's email newsletter (current 1%, preferred 4%) • Summer events (current 1%, preferred 0%) • Attendance at Commissioner's public meetings (current 0%, preferred 0%)	4%/4% 9%/2% 2%

Importance of business areas identified for review:
- Stop and search – very important (33%), important (46%)
- Recruitment and retention of police officers – very important (59%), important (36%)
- Hate crime related to disability – very important (47%), important (43%)
- Hate crime related to race or ethnicity – very important (42%), important (43%)
- Hate crime related to religion or belief – very important (40%), important (43%)
- Hate crime related to sexual orientation – very important (43%), important (41%)
- Hate crime related to transgender identity – very important (40%), important (43%)

Key areas for the IAG being:
- More visible policing – more out on the beat (28%)
- Personal safety and theft (16%)
- Early intervention (12%)
- Faster response to domestic crimes (12%)
- Police to attend more public functions / community events (12%)
- Visit the elderly when there has been an incident (8%)
- Look at areas that have deprivation and need improving (4%)
- A helpline if you wish to remain anonymous when reporting a crime (4%)
- Get the youths off the streets – more for them to do (4%)
- Drug related crime (4%)

Paying more towards policing
- 53% of respondents said they would be prepared to pay more for policing, with 14% responding maybe
- Reasons for not wishing to pay more are:
- Cannot afford to pay anymore (45%)
- Need to spend their money wisely (12%)
- Never any police around – need more police on the beat (10%)
- Need to know whether the money is being spent and if the money is being spent locally on the front line (9%)
- The don't do a good job now – we don't get good value for money (9%)
- Budget big enough already – don't need anymore (7%)
- Depends how much (6%)
- If they were seen to be doing a better job and crime figures came down (5%)
- If the police stations were open 24/7 and staffed properly (2%)
- Depends on the seriousness/importance of the crime (1%)

Potential areas of savings
- Local policing 5% (no 82%)
- Dealing with the public 10% (no 75%)
- Dealing with criminal justice (e.g. custody which includes doctors' fees) 22% (no 59%)
- Roads policing 26% (no 58%)
- Specialist operations (e.g. gathering and analysing information) 4% (no 81%)
- Support functions 31% (no 50%)
- Nottinghamshire Office of the Police and Crime Commissioner 44% (no 36%)

6. Nottingham City Council and CDP Annual Respect Survey 2014 Findings

Note the final results for 2014 are due next week.

The 2014 Respect Survey conducted for Nottinghamshire City Council, the City Drugs Partnership and the Commissioner, by an independent market research agency, plays an important role in capturing the City's local people's views, experiences and perceptions of value for money, communication channels, quality of life and policing and crime. The results are made up from an amalgamation of wards together with High Impact Areas, with a sample size of 2, 500, and the population is 64,376.

The research was conducted via a face-to-face, on-street survey with residents aged 18 or over, across Nottingham.

Main findings

The sample profile was:

Criteria	Focus Groups
Gender	Male: Female:
Age	18-24: 25-34: 35-54: 55–64: 65+:
Ethnicity	White:
Disability	

	2011	2012	2013	2014
% who know a lot or a little about the Commissioner and his role	-	-	32.9	26.1
% who think there are other priorities that should be added to the list	-	-	10.6	7.9
% seen any information about the Commissioner and his role				
Commissioners email newsletter	-	-	2.5	2.6
Local Newspaper	-	-	11.4	10.6
Newsletters/Information leaflets	-	-	7.6	7.7
Local broadcast media e.g. radio phone-ins	-	-	10.6	10.0
Social media such as Twitter and Facebook	-	-	1.9	2.2
Commissioners website	-	-	1.2	1.3
Attendance at Commissioners public meetings	-	-	1.0	1.7

	Summer events and carnivals	-	-	0.9	0.9
	Other	-	-	4.7	2.3
% preferred method for obtaining information about the Commissioner and his role					
	Commissioners email newsletter	-	-	10.9	11.5
	Local Newspaper	-	-	22.5	21.5
	Newsletters/Information leaflets	-	-	24.8	29.9
	Local broadcast media e.g. radio phone-ins	-	-	11.5	5.5
	Social media such as Twitter and Facebook	-	-	14.3	11.2
	Commissioners website	-	-	7.6	4.1
	Attendance at Commissioners public meetings	-	-	1.6	0.8
	Summer events and carnivals	-	-	1.0	0.6
	Other	-	-	5.7	14.9
Would you be prepared to pay more towards policing?		-	-		
	Yes	-	-	34.1	34.0
	Maybe	-	-	17.4	14.2
	No	-	-	48.5	51.8
Areas where savings should be made in the Police budget					
	Local Policing (e.g. neighbourhood and response)	-	-	11.6	14.2
	Dealing with the public (e.g. Force control room and front counters in police stations)	-	-	7.9	9.9
	Criminal Justice (e.g. custody which includes Doctors fees)	-	-	9.4	9.4
	Road Policing	-	-	21.8	23.5
	Specialist operations (e.g. Firearms, Dogs section, helicopter)	-	-	7.1	9.3
	Intelligence (e.g. gathering and analysing information)	-	-	7.0	6.8
	Investigations/investigative support (e.g. public protection such as child abuse and domestic violence, major incidents)	-	-	6.6	10.2
	Support functions (e.g. estates and building costs, fleet, HR, IT)	-	-	25.4	22.3
	Nottinghamshire Office of the Police and Crime Commissioner	-	-	21.7	33.9

7. Academic led research from telephone surveys for the Partnership Plus Areas.

The approach is through designing a deep dive quantitative approach through a survey on a stratified sample size, total sample size is 1067 (at 5% confidence interval). Results will be available in April.

For Information	
Public/Non Public	Public
Report to:	Strategic Resources and Performance Meeting
Date of Meeting:	
Report of:	Assistant Chief Constable Steve Jupp
Report Author:	Superintendent Helen Chamberlain
E-mail:	Helen.chamberlain@nottinghamshire.pnn.police.uk
Other Contacts:	
Agenda Item:	9

Children's Safeguarding

1. Purpose of the Report

1.1   To inform the Office of the Police and Crime Commissioner (OPCC) of the activity within Nottinghamshire to address the Rotherham (Alexis Jay) report, the findings of the College of Policing Peer Review into Nottinghamshire Police's response to Child Sexual Exploitation (CSE), the HMIC Child Protection recommendations and an update with regard to the operations that are currently being investigated into historic child abuse within Nottinghamshire care home settings.

2. Recommendations

2.1   The OPCC notes the current position with regard to the updates.

3. Reasons for Recommendations

3.1   In order that the OPCC is able to satisfy its statutory responsibility under the Children's Act 2004

4. Summary of Key Points

4.1   The Force has submitted the Section 11 Audit which takes place every two years in line with the process previously agreed by both Safeguarding Boards. This ensures that partner agencies are fulfilling their obligations in line with Section 11 of the Children Act 2004 is a requirement placed on all Local Safeguarding Children Boards by Working Together to Safeguard Children 2013 (Chap.3 para.2) and this self-assessment is a key part of the process for the NSCB/NCSCB.

4.2   In September 2014 Nottinghamshire Police was subject to Her Majesty of Inspectorate of Constabulary's (HMIC) inspection into Child Protection. The report was published on the 11th February 2015. The Force are now required to compile an action plan in relation to the recommendations, this is to be

submitted within 6 weeks of the report being published. (Please see attached supplementary report to this paper)

4.3   Overall, the inspection found that staff responsible for managing child abuse investigations were highly committed, knowledgeable, and dedicated to providing good outcomes for children

4.4   That there was good management of registered sex offenders;

4.5   That neighbourhood officers had good knowledge of those who posed the highest risk to children;

4.6   That the force has delivered training for frontline officers and staff on vulnerability and safeguarding

4.7   The force has good relationships with partner agencies and local safeguarding children's boards.

4.8   **The recommendations and updates made have been subsumed into an action plan appended to this report**.

4.9   In September 2014 the Alexis Jay report into CSE in Rotherham, South Yorkshire was produced. From a review of the Rotherham report, the Force has identified the position against the 15 recommendations.

4.10   **Recommendation 1**: Senior managers should ensure that there are up-to-date risk assessments on all children affected by CSE. These should be of consistently high quality and clearly recorded on the child's file – *Children who are at risk of CSE are graded initially in terms of risk and a strategy meeting takes place with relevant agencies*

4.11   **Recommendation 2**: The numeric scoring tool should be kept under review. Professional judgements about risk should be clearly recorded where these are not adequately captured by the numeric tool*. We use a risk assessment tool from the University of Bedford and the NSPCC which we have customised and is called SERAT, it does include professional judgement*

4.12   **Recommendation 3** Managers should develop a more strategic approach to protecting looked after children who are sexually exploited. This must include the use of out-of-area placements. The Borough should work with other authorities to minimise the risks of sexual exploitation to all children, including those living in placements where they may become exposed to CSE. The strategy should include improved arrangements for supporting children in out-of-area placements when they require leaving care services – *This is an area of activity that we continue to work with social care on, they are assured that the processes of notification are in place, there have been occasions when*

2

the process hasn't been followed by staff within social care around information exchange, we continue to work towards the position where we can be assured that children who are placed in our area and those that we place outside of our area are suitably risk assessed and that the care homes are notified if the child is at risk of CSE.

4.13 **Recommendation 4**: The Council should make every effort to make help reach out to victims of CSE who are not yet in touch with services. In particular, it should make every effort to restore open access and outreach work with children affected by CSE to the level previously provided by Risky Business – *We continue to use Imara to support victims who have been abused, Protect and Respect still work in the City and Conurbation - the county now have a Barnardo's worker who started recently doing that work. This activity requires further investment to ensure that the support is obtained by all those who require it.*

4.14 **Recommendation 5**: The remit and responsibilities of the joint CSE team should be urgently decided and communicated to all concerned in a way that leaves no room for doubt. – *We don't currently have a joint team although it is under discussion; we are working with both City and County Local authorities to achieve a suitable approach for all agencies.*

4.15 **Recommendation 6**: Agencies should commit to introducing a single manager for the multi-agency CSE team. This should be implemented as quickly as possible. *This is not applicable at this stage*

4.16 **Recommendation 7:** The Council, together with the Police, should review the social care resources available to the CSE team, and make sure these are consistent with the need and demand for services. *We have recently added 5 officers to the SEIU team within the Police to ensure that we can deal with CSE and the indecent images of children (IIoC) using different teams*

4.17 **Recommendation 8:** Wider children's social care, the CSE team and integrated youth and support services should work better together to ensure that children affected by CSE are well supported and offered an appropriate range of preventive services - *We continue to use Imara to support victims who have been abused, Protect and Respect still work in the City and Conurbation - the county now have a Barnardos worker who started recently doing that work. This activity requires more focussed commissioning to ensure that effective support is available to all.*

4.18 **Recommendation 9:** All services should recognise that once a child is affected by CSE, he or she is likely to require support and therapeutic intervention for an extended period of time. Children should not be offered

short-term intervention only, and cases should not be closed prematurely - *We continue to use Imara to support victims who have been abused, Protect and Respect still work in the City and Conurbation - the county now have a Barnardos worker who started recently doing that work. This activity requires further investment to ensure that the support is obtained by all those who require it*

4.19 **Recommendation 10:** The Safeguarding Board, through the CSE Sub-group, should work with local agencies, including health, to secure the delivery of post-abuse support services. *This is an area that requires more work in terms of commissioning the correct support for victims*

4.20 **Recommendation 11:** All agencies should continue to resource, and strengthen, the quality assurance work currently underway under the auspices of the Safeguarding Board. – *We continue to carry out s.11 multi agency audits. We have conducted a CSE internal audit, the results of which now are included in the overall CSE action plan.* The CSE cross authority group (CSACAG) have also carried out an audit of cases and produced a report on their findings, the CSECAG are managing actions as a result of that audit

4.21 **Recommendation 12:** There should be more direct and more frequent engagement by the Council and also the Safeguarding Board with women and men from minority ethnic communities on the issue of CSE and other forms of abuse. *We have engaged the services of an academic to support a profile being developed of gender based abuse and criminality across Nottinghamshire, the Deputy PCC has been included in the arrangements to meet and discuss the scope of the work.*

4.22 **Recommendation 13**: The Safeguarding Board should address the under-reporting of sexual exploitation and abuse in minority ethnic communities - *We continue to target communications across all communities. We have worked closely with the Imams and also supported communications through the BBC Radio Asian Network. The CSECAG have invited members of the licensing authorities for taxis and fast food outlet to the meeting to discuss wider engagement issues*

4.23 **Recommendation 14:** The issue of race should be tackled as an absolute priority if it is a significant factor in the criminal activity of organised child sexual abuse in the Borough. *We continue to target communications across all communities. We have worked closely with the Imams and supported communications through the BBC Radio Asian Network. The continued activity to engage all communities will be managed through the CSECAG*

4.24   **Recommendation 15:** We recommend to the Department of Education that the guiding principle on redactions in Serious Case Reviews must be that the welfare of any children involved is paramount. –*within SCR guidance and managed through SCR panels*

4.25   In December 2014 Nottinghamshire Police invited in the College of Policing to conduct a peer review into the way it addresses CSE. The review team looked at the processes and systems in place in Nottinghamshire to allow them to understand the scale and nature of CSE, the processes and systems in place to mitigate the threat, risk and harm caused by CSE, the level of engagement with children at risk of CSE and the extent to which the voice of the child is heard. They also reviewed strategic plans in place to combat CSE and the leadership and governance arrangements to deliver those plans. The level of awareness amongst frontline staff about the warning signs of CSE and the force approach towards combatting it. The effectiveness of multi-agency arrangements in place to deal with CSE with particular regard to information sharing.

4.26   **As a consequence of several reviews, reports and inspections over the last two years and the recent HMIC recommendation asking the Force to produce an action plan for CSE we have brought the recommendations together from the CSE Diagnostic Report, the Barnardo's CSE Practice Review, the HMIC South Yorkshire Police Response to CSE, the Peer Review and the report of the Office of the Children's Commissioner. The action plan also acts as a forward looking document, horizon scanning for matters in this area in order that our approach is proactive and not reactive. As a result, this action plan is in its final stages of development. The peer review findings are below in brief covering some of the positive findings as well as the areas for improvement rather than replicating the report. As previously the Nottinghamshire police update is shown in italics**

4.27   The nature and extent of CSE in Nottinghamshire has not been fully investigated and there is a strong case for the development of a full multi-agency problem profile. Linked to this CSE work also appears to be largely reactive with limited pro-active intelligence gathering. *The Force and its papers are currently reviewing the profile to update it, the intelligence requirement Operation Striver has been communicated and work also done with partner agencies to highlight the information/ intelligence requirement*

4.28   Good examples of partnership working were seen despite the obvious issues associated with working across two Local Authorities, each of which operates differently. There are issues associated with numerous databases used by agencies, with no agency having access to the full suite. *We are working with*

staff developing the Niche programme to ensure that the public protection modules are within the first phase of activity to address this issue.

4.29 The Sexual Exploitation Investigation Units (SEIU) workload is predominantly related to on-line images, this is vital work but has left the unit with significantly reduced capacity to proactively seek and manage contact grooming and escalating abuse within community settings. The team did feel that they were under pressure to close cases without fully exploring opportunities especially relating to longer term engagement with victims. *The Chief constable has recently assigned 5 more staff to work within SEIU which will then allow SEIU to separate out these types of investigation*

4.30 There is a strong case for a more 'outcome focused' performance regime and the proposal to carry out some case reviews should be expedited. *The identification of a more outcome focused performance management process is required and we are currently identifying good practice nationally.*

4.31 It was recognised and reflected that very little routine engagement happens with minority communities. It is important that this work is done sensitively as part of wider neighbourhood policing and community engagement linked to 'whole place' strategies and approaches. *The CSECAG are reviewing engagement activity across all agencies as part of their activity*

4.32 The force would benefit from a training needs analysis in this area, supported by appropriate training inputs, particularly to front-line staff. *We currently have a training needs analysis in place and all CSE training or requests for training are routed the training priorities panel. There has recently been an NCALT training package and a safeguarding partnership training package circulated to all frontline officers*

4.33 The force has benched marked itself against the ACPO action plan and elements of the national plan have been transferred to the updated version of the Child Exploitation Multi Agency Work Plan. This is a multi-agency strategic plan that covers both the city and county, this is seen as a positive that there is a joint plan across the two authorities.

4.34 It was clear that significant investment has been made in bringing key stakeholders together to agree this approach. Given the challenges that are apparent in many multi-layered Local Authority environments, including that found in Nottinghamshire, the Peer Team were impressed with the nature of the ambition outlined and the potential of the products to shape future police and partnership provision.

4.35 Staff were aware that CSE was seen as a priority for the force but this knowledge was mainly gained through the media coverage surrounding CSE

and was not supported by any awareness campaigns or tasking/briefings presented to officers. Staff reported the main priority was serious and acquisitive crime and ASB. Most frontline staff felt CSE was not something relevant to their role. *This is something we continue to address, the new DI within SEIU has been tasked with an internal communications strategy to highlight CSE*

4.36   There was no evidence that positive interventions for victims were being monitored and what the impact of these interventions were**.** There was no evidence that the victim's journey was evaluated and also no evidence of measures around reduction of missing people and repeat incidents. *This will form part of the work to review performance outcomes and good practice nationally in addressing the 'voice of the child' in this type of investigation*

4.37   There are a large number of data bases that needed to be researched to get a full picture for a victim or a suspect. CATS, CAROSE, CRMS, memex and the two children services systems care first and Framework I and none of these systems are searchable across the partnership. *The information sharing between the partners is positive, we acknowledge the number of systems within Nottinghamshire police that 'don't speak to each other' this will be addressed through the Niche roll out.*

4.38   The concerns network is seen a positive partnership for intelligence gathering. This is a fairly new forum for the City but there was no similar provision for the county. There was no evidence seen as how the intelligence is developed from this group and how effective the process is. It would be good practice to feedback success to the network however the Peer team were unable to find evidence of this. *We have now and agreement that the County will replicate this role. The intelligence/ information from this group is recorded under Operation Striver and a specific document has been created to support submissions.*

4.39   **Operation Daybreak** is a historic police investigation, launched in 2010 into allegations of physical and sexual abuse in the former Beechwood children's home. The number of allegations to date stands at over 100. We are currently in phase 4 of the operation which has yielded 13 named suspects. All victims' allegations are under investigation and all safeguarding procedures are being followed. During the same period 98 civil complaints have been made against Nottinghamshire and Nottingham City Councils. The allegations and complaints are in relation to alleged incidents within a period from 1960 to 2000. The investigation has continued to grow in its scale and complexity. There is a Force wide investigative Gold meeting, chaired by ACC Jupp. A Strategic Management group has been instigated in accordance with the Nottinghamshire and Nottingham City Safeguarding

Children Board's child protection procedures. The staffing from this operation has been taken from current Public Protection staff

4.40 In early November allegations were brought to light indicating that there were a number of complaints emanating from a series of care homes in north Nottinghamshire. **Operation Xeres** spans 40 years from the 1950s and concerns 10 children's establishments. 24 victims so far have been identified. There are 40 suspects some of which are named others unidentified. There are already links being identified with Operation Daybreak. The Force and the Local authority have established a joint investigation team.

4.41 There is a national operation established named Operation Hydrant whose role it is to establish a national HOLMES database and is being populated with data received by police forces, referrals from the National Society for the Prevention of Cruelty to Children (NSPCC) and the Home Office. Early assessment has found a considerable number of cases being investigated across the Country and this is placing huge demands upon the service. There will be regular contact between this Operation and the secretariat of the Home Office inquiry into historic child sexual abuse.

5.Financial Implications and Budget Provision

5.1 These issues present a clear financial and resourcing pressure for the Force given the balance needing to be drawn in managing historical allegations and the reputational risk of not doing so versus the current risk of reported abuse particularly around the current strategic threat of child sexual exploitation.

6.Human Resources Implications

6.1 Whilst the organisation works through the DtF business cases, there are clear implications around the movement of resources based on risk, harm and threat. The Public Protection resources have been agreed based on the need to maintain the trajectory for force efficiencies and the re alignment of roles and responsibilities, in order to manage enquiries of this nature locally will mean resources are moved from other areas of business within a finite financial structure

7.Equality Implications

7.1 None

8.Risk Management

8.1 Resourcing of Operation Daybreak already features on the Risk Register

8.2   Risks associated with the DtF are raised within the business cases for Public Protection and relate to the ability to manage the increased workload given the differential in staffing

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

9.1   None

10.Changes in Legislation or other Legal Considerations

10.1   None

11. Details of outcome of consultation

11.1   None

12. Appendices

12.1   Appendix A - Action Caption Form

Action Capture Form.							
Source originator.			HMIC	**Source Title**		**National Child Protection. Nottinghamshire Police 1-11 September 2014**	
Issue or recommendation	**Issue owner**	**Corporate or Local?**	**Action required**	**Action owner**	**Cost**	**Urgency (deadline date or n/a)**	**Expected completion date**
1. Immediately: (pg 9-11) We recommend that Nottinghamshire Police ensures that in domestic abuse incidents, officers see and speak to children (where possible and appropriate) and record their observations of a child's behaviour and demeanour so that better assessments of children's needs are made.	A/DCI Yvonne Dales	Corporate	**Action:** Update the DA procedure to state that in domestic abuse incidents, officers see and speak to children and record their observations of the childs behaviour and demeanour to enable a better assessment of their needs.As a result of a natiional enquiry with the ACPO Child Protection lead as to good practice in this area on the 25th March, there is now research being carried out by the Univerosty of Bedfordhire to reivew amongst other matters as to what thid looks like in practice	DCI Dales	n/a	30/04/2015	n/a
2. Immediately: (Pg 15-17) We recommend that Nottinghamshire Police develops an action plan to improve CSE investigations, paying particular attention to: improving staff awareness, knowledge and skills in this area of work; ensuring a prompt response to any concern raised; undertaking risk assessments that consider the totality of a child's circumstances and risks to other children; and improving the oversight and management of cases (to include auditing of child abuse and exploitation investigations to ensure that standards are being met).	DI Peter Quinn	Corporate	**Action:** Develop with the help of planning and policy (and inked to work on Child Sexual Exploitation) an action plan to improve CSE investigations, paying particular attention to: improving staff awareness, knowledge and skills in this area of work; ensuring a prompt response to any concern raised; undertaking risk assessments that consider the totality of a child's circumstances and risks to other children; and improving the oversight and management of cases (to include auditing of child abuse and exploitation investigations to ensure that standards are being met).	Amanda Froggatt (Strategic Support Officer)	n/a	31/05/2015	n/a
3. Immediately: (pg 18-19) We recommend that Nottinghamshire Police takes steps to ensure that all relevant information is properly and uniformly recorded, and is readily accessible in all cases where there are concerns about the welfare of children.	Supt Helen Chamberlain	Corporate	**Action:** The PP module of NICHE is not being delivered in the first phase. The PP module will be phase 2. This has to be developed with the four forces that are collaborating, and at this time I have seen the NICHE PP module that Lincs are using and looks suffiicient for DV/CP/VA purposes. What I do know is there is no appetite as a force for us to have another standalone PP system that doesn't talk to	CI Jim West	Link to Niche project.	as per Niche project board	n/a
4. Within three months: (pg12-14) We recommend that Nottinghamshire Police undertakes a review, together with children's social care services and other relevant agencies, to ensure that the police are fulfilling their statutory responsibilities set out in Working Together to Safeguard Children. As a minimum this should include: a) attendance at, and contribution to, initial child protection conferences; and b) recording decisions reached at meetings on police systems to ensure that staff are aware of these and of all relevant developments.	Supt Helen Chamberlain	Corporate	**Action** A review will take place with identified practivitioenrs from both local authoriuies and the polcie to address ap lan for all thepoints raised within the recommendation and laso highlight where action is needed has taken place with Theresa Godfey (Social Care County) and John Matravers (Social Care City). a) Our Joint safeguarding procedures are written to reflect working together states: A conference should consist of only those people who have a significant contribution to make due to their knowledge of the child and family or their expertise relevant to the case b) The organising and running of Child Protection Conferences remains the responsibility of Children Social Care and the production of minutes is their decision. When minutes communicated they are recorded on PP system. These are then actioned appropriately.	DCI Dales	n/a	by 30/04/2015	n/a
5. Within three months: (pg12-14) We recommend that Nottinghamshire Police undertakes a review of the level and quality of supervisory activity in cases involving children missing from home;	Emma Laughton	Local	**Action:** Review / audit a given number of cases in cases involving children missing from home to assess compliance with procedure regarding levels and quality of supervision.	Emma Laughton	n/a	30/06/2015	n/a
6. Within three months: (pg12-14) We recommend that Nottinghamshire Police undertakes a review, together with children's social care services, of how it manages child protection referrals to ensure a timely response to initial concerns, that action is subsequently taken, concerns are followed up and cases are regularly reviewed.	Supt Helen Chamberlain	n/a	**Action** A review will take place with identified practitioners from both local authorities and the police to address a plan for all thepoints raised within the recommendation and also highlight where action is needed has taken place with Theresa Godfey (Social Care County) and John Matravers (Social Care City).	DCI Dales	n/a	n/a	n/a
7. Within three months: (pg16-17) We recommend that Nottinghamshire Police initiates discussions at a senior level with the CPS to improve the timeliness of actions and decisions by both the police and the CPS.	Supt Helen Chamberlain	n/a	**No action required.** Regular discussions at a senior level with CPS lawyers and a Judge already established. Starting 1st April 2015 there is a pilot project in which Public Protection and the CPS will sit in on all Rape enquiries.	n/a	n/a	30/04/2015	n/a

8. Within three months: (pg21-22) We recommend that Nottinghamshire Police undertakes a review (jointly with children's social care services and other relevant agencies) of how it manages the detention of children. This review should include, as a minimum, how best to: a) improve custody staff awareness of child vulnerability and child protection; b) improve risk assessments to reflect the needs of children and the support they require at the time of detention and on release; c) ensure that all staff act within the law so that all children are only detained when absolutely necessary and for the absolute minimum amount of time; d) assess at an early stage the likely need for secure or other accommodation, and work with children's social care services to achieve the best option for the child; e) ensure that children detained under section 136 of the Mental Health Act are only detained in police custody as a last resort, for a minimum amount of time, are regularly checked and receive the services of the mental health nurse; and f) ensure specific additional consideration is given to using family members as appropriate adults for children detained under section 136 of the Mental Health Act, and parental support and personal attendance at the custody suite are encouraged.	T Ch Insp Mark Turner	Corporate	Undertake a review (jointly with children's social care services and other relevant agencies) of how it manages the detention of children. This review should include, as a minimum, how best to: a) improve custody staff awareness of child vulnerability and child protection; b) improve risk assessments to reflect the needs of children and the support they require at the time of detention and on release; c) ensure that all staff act within the law so that all children are only detained when absolutely necessary and for the absolute minimum amount of time; d) assess at an early stage the likely need for secure or other accommodation, and work with children's social care services to achieve the best option for the child; e) ensure that children detained under section 136 of the Mental Health Act are only detained in police custody as a last resort, for a minimum amount of time, are regularly checked and receive the services of the mental health nurse; and f) ensure specific additional consideration is given to using family members as appropriate adults for children detained under section 136 of the Mental Health Act, and parental support and personal attendance at the custody suite are encouraged. There will be some work now conducted by CI Turner and social care supported by Keiley Freeman as to how this action will be progressed whether in part or in full	T Ch Insp Mark Turner				31/05/2015
9. Within six months (pg 19-20) We recommend that Nottinghamshire Police ensures that all staff: a) record the views and concerns of children; and b) record any available outcomes at the end of police involvement in a case.	Supt Helen Chamberlain	n/a	Link to recommendation 1 and 3.	n/a	n/a	n/a		n/a
10. Within six months (pg 19-20) We recommend that Nottinghamshire Police ensures that information about children's needs and views are regularly made available for consideration by the police and crime commissioner and to service managers to inform future practice.	Supt Helen Chamberlain	n/a	No action required. Children's needs and views are regularly made available at the Child Protection & MAPPA conferences. Information sharing protocol are in place . This can only occur when we have a clear steer from research as to how to measure children's needs and views. We regularly updater the PCC panel and the PCC in safeguarding updates	n/a	n/a	n/a		n/a

For Information	
Public/Non Public	Public
Report to:	Strategic Resources and Performance Meeting
Date of Meeting:	31 March 2015
Report of:	Paul Steeples
Report Author:	David Machin
E-mail:	David.Machin10991@Nottinghamshire.pnn.police.uk
Other Contacts:	
Agenda Item:	10

Finance Performance & Insight Report

1. Purpose of the Report

1.1 The purpose of this report is to inform the Office of the Police and Crime Commissioner (OPCC) of the key financial performance headlines for Nottinghamshire Police.

2. Recommendations

2.1 It is recommended that the contents of the attached report at Appendix A are noted.

3. Reasons for Recommendations

3.1 To ensure that the OPCC is aware of the current budget performance in line with the Force priorities.

4. Summary of Key Points

4.1 Expenditure for the year to date (to February 2015) was £1.962m worse than forecast. This was largely due to police officer pay due to a number of one-offs, officer leavers, which were 113, being 13 lower than forecasted; redundancies and pension strain; and efficiencies not achieved.

4.2 Police officer pay for the year to date was £94.120m, which was £0.382m worse than forecast. This was largely due to a number of one-offs (highlighted within Appendix A) and the number of officer leavers.

4.3 Police staff pay was £46.689m for the year to date, which was £0.060m better than forecast. This was largely due to the release of the pay award accrual.

4.4 Other employee expenses was £1.351m for the year to date, which was £0.525m worse than forecast. This was largely due to redundancy and pension strain costs.

4.5 Delivering the Future (DtF) is the Force's programme to transform the Force with the aim of being the best performing force in England and Wales by doing

things differently and building a sustainable policing model for the communities in Nottinghamshire, whilst addressing the financial challenges.

4.6   The efficiencies achieved for the year to date is £8.096m against a target of £9.085m (£0.989m adverse). Savings are being delivered via a number of projects across Local Policing, Specialist Services and Corporate Services.

5.   Financial Implications and Budget Provision

5.1   The financial information relating to this item is contained within Appendix A.

6.   Human Resources Implications

6.1   There are no immediate Human Resource implications arising from this report.

7.   Equality Implications

7.1   There are no equality implications arising from this report.

8.   Risk Management

8.1   Please see attached Appendix A.

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

9.1   There are no policy implications arising from this report.

10.   Changes in Legislation or other Legal Considerations

10.1   There are no changes in legislation or other legal considerations that are relevant to this report.

11.   Details of outcome of consultation

11.1   The figures included in this report are presented to the Force Executive Board on a monthly basis.

12.   Appendices

12.1   Appendix A – FEB P&I report to February 2015.

Item 10

Force Executive Board

Performance & Insight Report

Performance to February 2015

NOTTINGHAMSHIRE
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PROUD TO SERVE

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Contents

Financials

Month				Year to date			Full Year	Full Year	
Actual £m	Forecast £m	B/(w) than Forecast £m		Actual £m	Forecast £m	B/(w) than Forecast £m	Budget £m	Forecast £m	B/(w) than Budget £m
			Total pay & allowances						
8.546	8.435	(0.111)	Police pay & allowances	94.120	93.738	(0.382)	104.292	102.433	1.859
0.146	0.150	0.004	Police overtime	3.478	3.454	(0.024)	2.855	3.599	(0.744)
4.209	4.178	(0.031)	Police staff pay & allowances	46.689	46.749	0.060	48.402	50.401	(1.999)
0.034	0.037	0.003	Police staff overtime	0.320	0.345	0.025	0.487	0.382	0.105
0.270	0.051	(0.219)	Other employee expenses	1.351	0.826	(0.525)	0.551	0.870	(0.319)
13.205	**12.850**	**(0.355)**		**145.958**	**145.112**	**(0.847)**	**156.587**	**157.684**	**(1.097)**
			Other operating expenses						
0.395	0.402	0.007	Premises running costs	5.662	5.682	0.019	5.708	5.948	(0.239)
0.453	0.438	(0.015)	Transport costs	5.151	5.140	(0.011)	5.627	5.594	0.033
0.009	0.037	0.028	Clothing, uniform & laundry	0.471	0.417	(0.054)	0.416	0.439	(0.023)
0.537	0.464	(0.073)	Comms & computing	5.836	5.518	(0.317)	5.681	5.933	(0.252)
0.272	0.016	(0.256)	Miscellaneous expenses	2.150	1.579	(0.571)	0.764	1.450	(0.686)
0.560	0.558	(0.002)	Collaboration contributions	6.221	6.314	0.093	6.966	6.906	0.060
1.220	1.304	0.084	Other	17.647	16.960	(0.687)	17.853	18.204	(0.351)
3.446	**3.219**	**(0.227)**		**43.137**	**41.609**	**(1.528)**	**43.015**	**44.474**	**(1.459)**
16.651	**16.070**	**(0.582)**	**Total expenditure**	**189.095**	**186.721**	**(2.374)**	**199.603**	**202.159**	**(2.556)**
(0.547)	(0.581)	(0.033)	**Income**	(6.022)	(5.610)	0.412	(5.803)	(8.359)	2.556
16.104	**15.489**	**(0.615)**		**183.073**	**181.111**	**(1.962)**	**193.800**	**193.800**	**0.000**

Financials

Month: £16.104m against a forecast of £15.489m (£0.615m adverse)
Year to date: £183.073m against a forecast of £181.111m (£1.962m adverse)
Full year forecast: £193.800m

Month:
Expenditure was £0.615m worse than Q2 forecast. This was largely due to:
- £0.209m due to redundancies and pension strain
- £0.226m of efficiencies not achieved
- £0.100m insurance accrual reflecting latest information from Legal Services

Police officer pay was £8.546m, which was £0.111m worse than forecast partly due to the timing of leavers, at 10 was 5 lower than forecasted; and a number of officers that have continued to work past their 30 years, but were assumed to leave. In the month 17 new recruits started. Overtime was £0.146m, which was £0.004m better than forecast.

Police staff pay was £4.209m, which was £0.031m worse than forecast largely due to aged agency invoices. Overtime was £0.034m which was £0.003m better than forecast.

The efficiency overlay for the 5% procurement saving was £0.117m and impacts numerous lines of expenditure and for example was the main reason Comms & Computing were worse than forecast.

Other employee expenses was £0.219m worse than forecast due to redundancy and pension strain costs. Transport costs was £0.015m worse than forecast largely due to accident damage. Uniform £0.028m better than forecast was due to the forecast assuming a cohort of Specials. Miscellaneous expenses was £0.256m worse than forecast largely due to efficiency overlays and the increased insurance accrual.

Income was £0.033m worse than forecast due to temporary investment interest and efficiency overlays.

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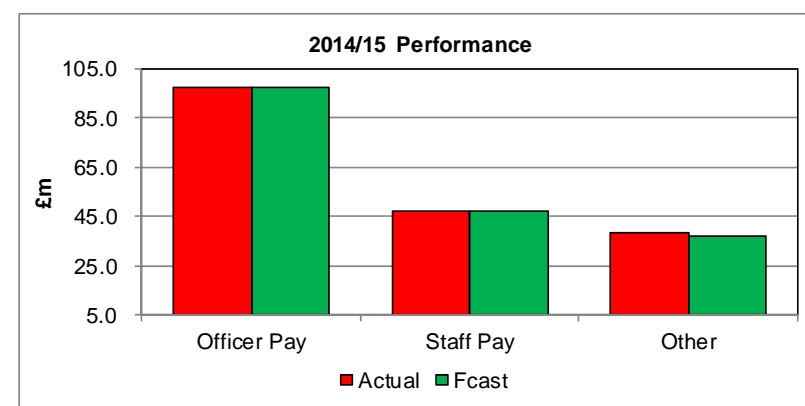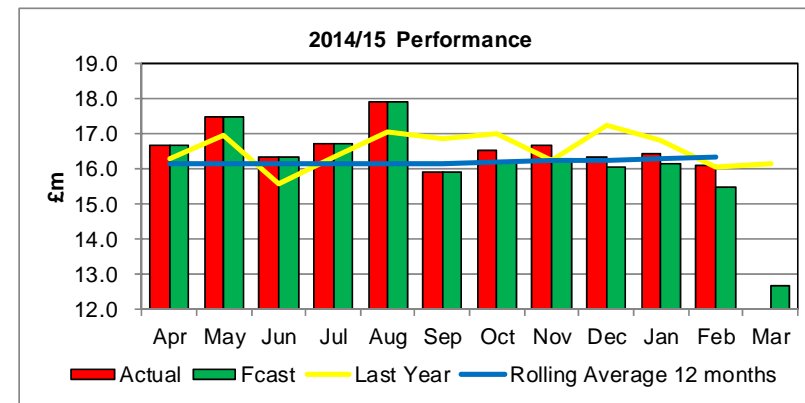
Financials

Year to date:

Expenditure was £1.962m worse than Q2 forecast. This was largely due to:

- £0.024m police officer overtime, part of which has been offset by mutual aid income
- Police officer pay £0.382m, of which £0.095m is due to backdated payroll for officers leaving on medical retirements once they have received their H1 certificate; leavers at 113 being 13 lower than forecast; and £0.033m for backed dated charges relating to officers transferred from externally funded projects
- £0.477m due to redundancy payments and pension strain
- 5% procurement saving was £0.487m, which has impacted numerous lines of expenditure and for example is the main reason Comms & Computing were worse than forecast
- £0.087m of other operating income (temporary investment interest)
- £0.066m on equipment and furniture, however there may be an opportunity to capitalise an element
- £0.032m on weapons & ammunition, largely due to Tasers
- £0.054m on uniform due to efficiency overlays for specials and recycling of uniform
- £0.138m on medical retirements, which will be reviewed over the final quarter
- £0.176m for CNPS officers (Externally Funded) where the City Council are now funding only 80% of their costs

Partly offset by:

- £0.219m mutual aid for the Commonwealth games, NATO summit and EDL event; and special services
- £0.037m recovery on uninsured losses
- £0.060m prosecution income recovered

Police officer pay was £94.120m, which was £0.382m worse than forecast largely due to a number of one-offs highlighted above and officer leavers, at 113 being 13 lower than forecasted. To date 62 new officers have started (14 in September, 16 in November, 15 in January and 17 in February). Overtime was £3.478m, which was £0.024m worse than forecast in part due to specific operations.

Police staff pay was £46.689m, which was £0.060m better than forecast due to the release of the pay award accrual.

Officer Leavers	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Total	Variance
Actual	10	9	14	9	14	11	8	10	5	13	10	**113**	
Budget	8	6	6	8	4	13	6	8	6	13	13	**88**	25
Forecast	10	9	14	9	14	11	11	10	8	16	15	**126**	(13)

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Capital Expenditure

Month: £0.460m
Year to date: £7.244m
Forecast remaining: £8.492m
Full year forecast: £15.736m

	Month			Year to date				
	Actual £m	Forecast £m	B/(w) than Forecast £m	Actual £m	Forecast £m	B/(w) than Forecast £m	Remaining Forecast £m	Full Year Forecast £m
Estates								
Arrow Centre conversion	0.041	0.166	0.125	0.583	0.875	0.292	0.413	0.996
Biomass boilers	0.002	0.020	0.018	0.154	0.421	0.267	0.267	0.421
Custody improvements	-	-	-	0.266	0.340	0.074	0.167	0.433
Energy initiatives	-	-	-	0.449	0.387	(0.062)	(0.007)	0.442
FHQ open plan offices	0.001	-	(0.001)	0.203	0.202	(0.001)	(0.001)	0.202
FHQ Kennels	-	-	-	0.046	0.047	0.001	0.001	0.047
FHQ Conference Facilities	-	-	-	-	-	-	-	-
FHQ re-surfacing of roads and carparks	-	0.100	0.100	0.011	0.100	0.089	0.189	0.200
FHQ fire protection - telephony room	-	-	-	0.007	0.048	0.041	0.053	0.060
Access Control Improvement	0.001	-	(0.001)	0.020	0.032	0.012	0.042	0.062
Bircotes information centre	-	-	-	0.134	0.140	0.006	0.006	0.140
Demolition of huts	0.019	-	(0.019)	0.100	0.077	(0.023)	0.037	0.137
Other	0.019	0.049	0.030	0.672	0.713	0.041	0.273	0.945
	0.083	**0.335**	**0.252**	**2.645**	**3.382**	**0.737**	**1.440**	**4.085**
Information Systems								
Continued essential hardware refresh	0.007	0.023	0.016	0.359	0.413	0.054	0.078	0.437
Desktop virtualisation	-	-	-	-	0.240	0.240	0.300	0.300
Enabling change	0.036	0.044	0.008	0.418	0.375	(0.043)	(0.043)	0.375
Improvements to digital investigation storage	-	-	-	0.027	0.026	(0.001)	0.009	0.036
Mobile data remote working	0.001	-	(0.001)	0.097	0.841	0.744	0.744	0.841
Network infrastructure improvements	-	0.100	0.100	0.211	0.300	0.089	0.189	0.400
Replacement of photocopiers	0.003	-	(0.003)	0.491	0.448	(0.043)	(0.043)	0.448
Telephony project	0.089	0.200	0.111	0.196	0.839	0.643	1.088	1.284
Windows 7	0.048	-	(0.048)	0.489	0.535	0.046	0.046	0.535
Other	0.050	0.100	0.050	0.888	1.640	0.752	1.413	2.301
	0.234	**0.467**	**0.233**	**3.176**	**5.657**	**2.481**	**3.781**	**6.957**
MFSS	0.143	0.049	(0.094)	1.089	2.123	1.034	2.184	3.273
Other (incl PCC projects)	(0.000)	0.131	0.131	0.334	1.071	0.737	1.087	1.421
Forecast general slippage	-	-	-	-	-	-	-	-
	0.460	**0.982**	**0.522**	**7.244**	**12.233**	**4.989**	**8.492**	**15.736**

The under spend to date versus the Q2 forecast is mainly due to the delay to the Telephony project £0.643m, mobile data remote working £0.744m, desktop virtualisation £0.240m, biomass boilers £0.267m, Arrow Centre conversion £0.292m and phasing within MFSS £1.034m.

Efficiencies

Month: £1.228m against a target of £1.454m (£0.226m adverse)
Year to date: £8.096m against a target of £9.085m (£0.989m adverse)
Full year revised target: £11.802m

Month				Year to date			Full Year
Actual £m	Forecast £m	B/(w) than Budget £m		Actual £m	Forecast £m	B/(w) than Budget £m	Forecast £m
0.510	0.505	0.005	Local Policing	3.197	3.466	(0.268)	4.046
0.288	0.231	0.057	Specialist Services	1.379	1.561	(0.182)	1.792
0.430	0.715	(0.284)	Corporate Services	3.511	4.034	(0.523)	5.836
-	0.003	(0.003)	OPCC	0.009	0.025	(0.016)	0.128
1.228	**1.454**	**(0.226)**		**8.096**	**9.085**	**(0.989)**	**11.802**

2014/15 Phasing (£m)

Chart showing Actual and Fcast by month Apr–Mar.

Total savings to date (£m) — Savings achieved, GAP

Total savings v 2014/15 Target (£m) — Savings achieved, GAP

- Local Policing to date is £0.268m behind target mainly due to staff vacancy rate, overtime and EMSCU savings.
- Specialist Services to date is £0.182m behind target mainly due to staff vacancy rate, overtime and EMSCU savings.
- Corporate Services to date is £0.523m behind target due to staff vacancy rate, IS and the 5% procurement saving.
- OPCC are £0.016m behind target.

Overtime

Month				Year to date			Full Year Budget £m	Full Year Forecast £m	B/(w) than Budget £m
Actual £m	Forecast £m	B/(w) than Forecast £m		Actual £m	Forecast £m	B/(w) than Forecast £m			
			Local Policing						
(0.004)	0.030	0.034	City	0.889	0.897	0.009	0.830	0.924	(0.094)
0.040	0.028	(0.011)	County	1.302	1.158	(0.144)	1.049	1.185	(0.136)
0.005	0.006	0.001	Contact Management	0.061	0.069	0.008	0.092	0.075	0.018
0.040	**0.064**	**0.024**		**2.252**	**2.125**	**(0.127)**	**1.972**	**2.184**	**(0.212)**
			Specialist Services						
0.116	0.078	(0.039)	Crime & Justice	0.795	0.934	0.140	0.972	1.012	(0.040)
0.005	0.022	0.017	OSD	0.505	0.484	(0.022)	0.289	0.506	(0.217)
0.013	0.009	(0.005)	Regional	0.140	0.101	(0.039)	0.289	0.110	0.179
0.135	**0.108**	**(0.027)**		**1.440**	**1.519**	**0.079**	**1.550**	**1.627**	**(0.077)**
0.005	0.015	0.010	Corporate Services	0.106	0.155	0.049	(0.179)	0.170	(0.349)
0.180	**0.187**	**0.007**		**3.797**	**3.798**	**0.001**	**3.343**	**3.981**	**(0.638)**

2014/15 Weekly Performance — Hours (Actual, Target, 4 Weekly Average)

	Week 48 Ytd	Weekly Average Ytd	Last 4 Week Average	Direction of Travel
City	21,786	454	499	⬇
County	25,268	526	544	⬇
Contact Management	3,951	82	63	↗
CIPD	9	n/a	n/a	n/a
Crime & Justice	28,359	591	738	⬇
OSD	5,792	121	159	⬇
Corporate Services	4,390	91	105	⬇
	89,555	**1,866**	**2,108**	⬇

Note: Direction of travel based on last week average compared to ytd weekly average

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Overtime

Month: £0.180m against a forecast of £0.187m (£0.007m favourable)
**Year to date:** £3.797m against a forecast of £3.798m (£0.001m favourable)
Full year forecast: £3.981m

Officer overtime expenditure year to date was £3.478m, which is an over spend of £0.024m against a forecast of £3.454m. Part of this over spend is due to mutual aid which has been more than offset by income.

The main drivers for officer overtime have been:
- Increase in regional activities around major crimes by the Major Crime Unit and the Serious & Organised Crime Unit (Ops Pelfray, Hallux and Hearth)
- Maintaining police presence over bank holidays (this was budgeted)
- City centre patrols
- County operations Encollar, Claustral, Jejunal and Raspberry
- Ministerial visits (Op Kapok)
- Operations Eagre, Genre (fracking protest), Encomber, Twite and Bailor
- Support to the Fire Service during industrial action (Op Faculate)
- Two fatal RTCs (one a triple fatal) on the A1 for OSD
- Mutual aid operations, most notably Commonwealth games, NATO summit and EDL, Ops Purplewave and Mongoose
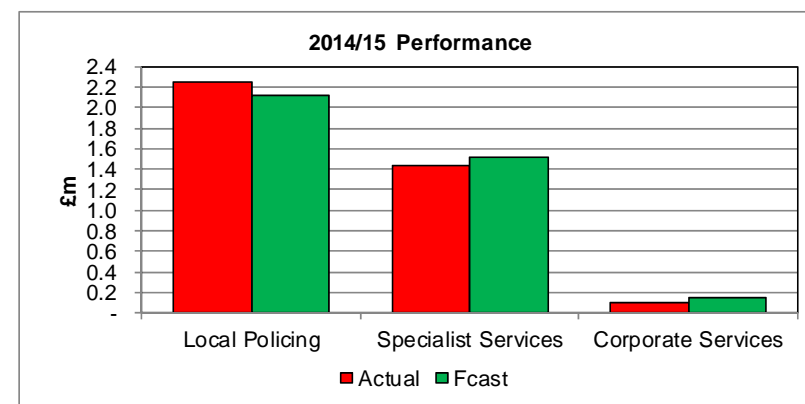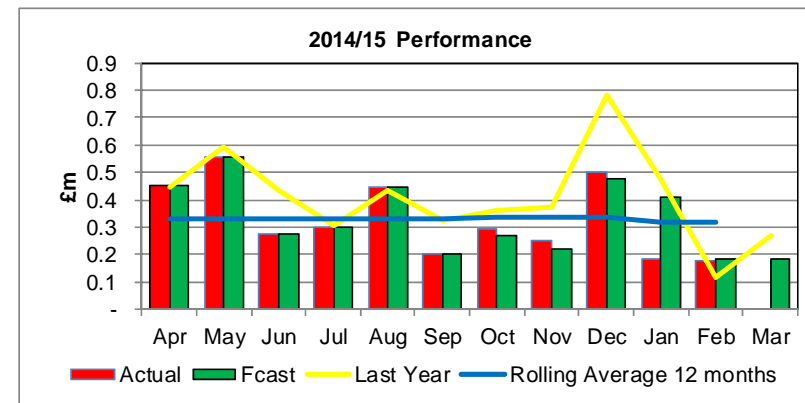
After 48 weeks there have been 89,555 hours spent on divisional overtime (which excludes mutual aid and special services overtime), which equates to 46.6 FTE's.

Staff overtime expenditure year to date was £0.320m, which is an under spend of £0.025m against a forecast £0.345m.

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Local Policing

Month				Year to date			Full Year	Full Year	
Actual £m	Forecast £m	B/(w) than Forecast £m		Actual £m	Forecast £m	B/(w) than Forecast £m	Budget £m	Forecast £m	B/(w) than Budget £m
			Total pay & allowances						
5.528	5.443	(0.084)	Police pay & allowances	61.062	60.547	(0.515)	67.550	66.107	1.443
0.030	0.047	0.017	Police overtime	2.118	1.972	(0.146)	1.851	2.014	(0.164)
1.680	1.790	0.110	Police staff pay & allowances	20.197	20.276	0.079	21.841	22.066	(0.225)
0.010	0.017	0.006	Police staff overtime	0.134	0.153	0.019	0.121	0.169	(0.048)
0.001	0.000	(0.000)	Other employee expenses	0.020	0.016	(0.003)	(0.025)	0.016	(0.042)
7.249	**7.297**	**0.048**		**83.531**	**82.964**	**(0.566)**	**91.337**	**90.373**	**0.964**
			Other operating expenses						
0.196	0.191	(0.006)	Premises running costs	3.101	2.927	(0.174)	3.166	3.119	0.047
0.238	0.239	0.002	Transport costs	2.797	2.799	0.002	3.216	3.051	0.165
0.017	0.032	0.014	Clothing, uniform & laundry	0.355	0.308	(0.047)	0.390	0.340	0.050
0.066	0.053	(0.013)	Comms & computing	0.669	0.619	(0.050)	0.710	0.672	0.038
0.037	0.062	0.025	Miscellaneous expenses	0.667	0.589	(0.078)	0.521	0.645	(0.125)
-	-	-	Collaboration contributions	-	-	-	-	-	-
0.109	0.076	(0.033)	Other	1.014	0.917	(0.097)	1.031	1.092	(0.061)
0.664	**0.652**	**(0.012)**		**8.604**	**8.160**	**(0.444)**	**9.034**	**8.919**	**0.115**
7.912	**7.949**	**0.037**	**Total expenditure**	**92.135**	**91.125**	**(1.010)**	**100.371**	**99.292**	**1.079**
(0.051)	(0.023)	0.029	**Income**	(0.809)	(0.504)	0.306	(0.710)	(0.554)	(0.157)
7.861	**7.927**	**0.065**		**91.326**	**90.621**	**(0.704)**	**99.661**	**98.739**	**0.922**

Local Policing

Month: £7.861m against a forecast of £7.927m (£0.065m favourable)
Year to date: £91.326m against a forecast of £90.621m (£0.704m adverse)
**Full year forecast:** £98.739m

Month:
The £0.065m better than forecast performance was largely due to staff pay £0.110m which is largely the release of the pay award accrual which has been offset in Corporate Services; officer overtime £0.017m; uniform £0.014m due to the forecast assuming a cohort of Specials; and income £0.029m due to special services income and the alarms project. This has been partly offset by police officer pay £0.084m which was mainly Contact Management.

Year to date:
The £0.704m worse than forecast performance was mainly due to police officer salaries £0.515m due to a number of one-off payments, backdated transfers and officers leavers lower than forecasted; officer overtime £0.146m due to a number of specific operations; premises costs £0.174m where the forecast for repairs is held centrally but costs incurred locally, and backdated rates for Clifton Fire Station and Riverside; uniform £0.047m mainly due to an efficiency overlay for Specials; and Miscellaneous expenses £0.078m due to the recharge for CNPS officers (Externally Funded) where the City Council are now funding only 80% of their costs.

This has been partly offset by lower charges for CCTV evidence copying; staff salaries largely due to the release of the pay award accrual which has been offset in Corporate Services; and income due to local partnership income to support the forces commitment to the alarms project in Contact Management and special services.
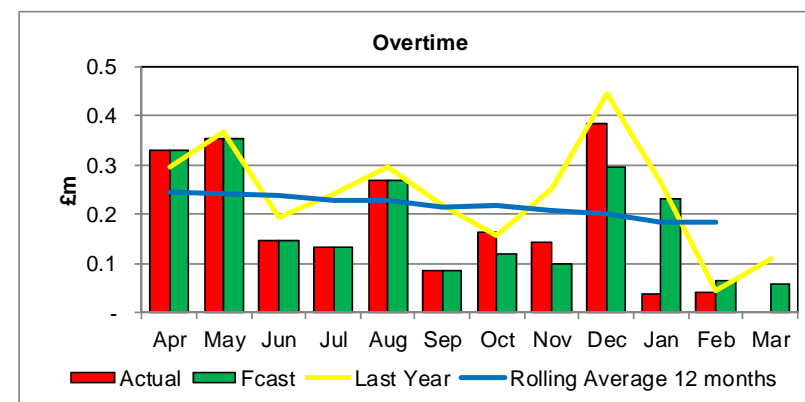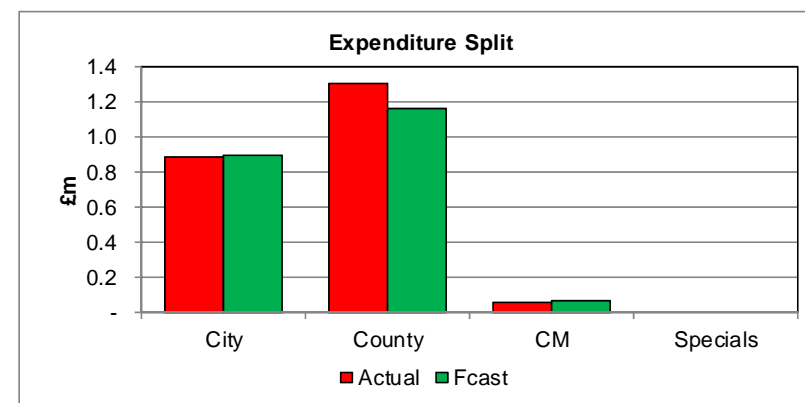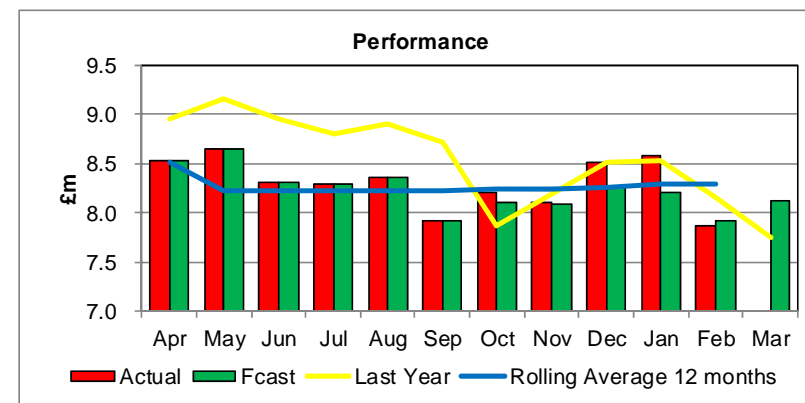
Local Policing Efficiencies

Month: £0.510m against a target of £0.505m (£0.005m favourable)
Year to date: £3.197m against a target of £3.466m (£0.268m adverse)
Full year revised target: £4.046m
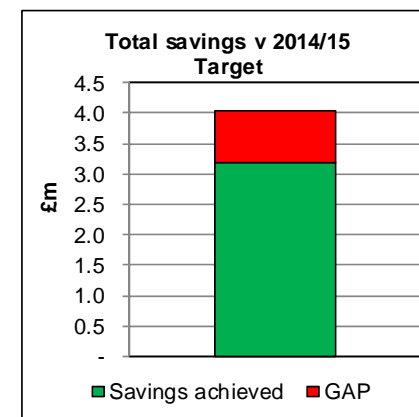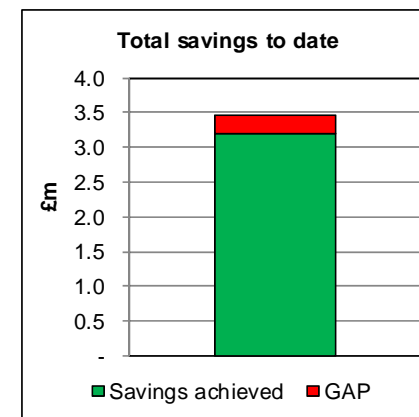
Month				Year to date			Full Year
Actual £m	Forecast £m	B/(w) than Forecast £m		Actual £m	Forecast £m	B/(w) than Forecast £m	Forecast £m
0.181	0.181	-	URN313 & URN315 Police Officer profile	1.240	1.240	-	1.500
0.134	0.134	-	URN308 Stop PCSO Recruitment	0.912	0.912	-	1.042
0.124	0.077	0.047	URN319 Reduction in Overtime	0.627	0.649	(0.021)	0.726
0.044	0.040	0.004	URN4 Front Counters	0.256	0.229	0.027	0.270
0.003	0.013	(0.010)	URN23-48 Estates strategy	0.021	0.045	(0.024)	0.059
-	-	-	URN314 Uniform savings (specials)	0.050	0.072	(0.022)	0.072
-	0.022	(0.022)	URN106 - EMSCU Savings target	-	0.108	(0.108)	0.129
0.024	0.038	(0.014)	URN307 Vacancy Rate	0.091	0.211	(0.120)	0.248
-	-	-	Other	-	-	-	-
0.510	**0.505**	**0.005**		**3.197**	**3.466**	**(0.268)**	**4.046**

Total savings to date

Total savings v 2014/15 Target

Year to date:

- URNs 313, 315,308 & 319 - have been included within the forecast numbers and are being monitored to ensure they are reaching the stated level.
- URN319 - overtime is £0.021m above target.
- URN4 - Front Counters are on above forecast by £0.027m.
- URN307 - Vacancy Rate is well below target at £0.120m and this is a big risk in hitting the forecasted savings.
- URN106 - EMSCU savings targets have been missed by £0.108m.

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Specialist Services

Month				Year to date			Full Year	Full Year	B/(w) than
Actual £m	Forecast £m	B/(w) than Forecast £m		Actual £m	Forecast £m	B/(w) than Forecast £m	Budget £m	Forecast £m	Budget £m
			Total pay & allowances						
2.741	2.708	(0.033)	Police pay & allowances	29.962	30.061	0.099	33.815	32.901	0.913
0.115	0.094	(0.021)	Police overtime	1.309	1.396	0.087	1.166	1.490	(0.324)
1.110	1.106	(0.003)	Police staff pay & allowances	13.219	13.039	(0.180)	14.600	14.145	0.455
0.020	0.015	(0.005)	Police staff overtime	0.131	0.123	(0.008)	0.177	0.137	0.039
0.001	0.000	(0.001)	Other employee expenses	0.010	0.003	(0.008)	0.014	0.003	0.011
3.986	**3.922**	**(0.064)**		**44.631**	**44.622**	**(0.009)**	**49.771**	**48.677**	**1.095**
			Other operating expenses						
0.064	0.042	(0.022)	Premises running costs	0.768	0.694	(0.074)	0.711	0.735	(0.025)
0.134	0.134	0.001	Transport costs	1.420	1.456	0.036	1.737	1.596	0.141
0.005	0.004	(0.001)	Clothing, uniform & laundry	0.070	0.059	(0.011)	0.066	0.063	0.003
0.106	0.099	(0.008)	Comms & computing	1.205	1.167	(0.038)	1.278	1.265	0.013
0.047	0.069	0.023	Miscellaneous expenses	0.712	0.720	0.008	0.635	0.789	(0.154)
0.423	0.420	(0.002)	Collaboration contributions	4.624	4.718	0.094	5.162	5.373	(0.211)
0.278	0.340	0.061	Other	3.809	3.817	0.009	4.385	4.148	0.237
1.056	**1.108**	**0.052**		**12.608**	**12.630**	**0.023**	**13.975**	**13.970**	**0.004**
5.043	**5.031**	**(0.012)**	**Total expenditure**	**57.239**	**57.252**	**0.014**	**63.746**	**62.647**	**1.099**
(0.110)	(0.089)	0.021	**Income**	(1.434)	(1.331)	0.103	(0.629)	(1.416)	0.787
4.933	**4.942**	**0.009**		**55.804**	**55.921**	**0.117**	**63.117**	**61.231**	**1.886**

Specialist Services

Month: £4.933m against a forecast of £4.942m (£0.009m favourable)
Year to date: £55.804m against a forecast of £55.921m (£0.117m favourable)
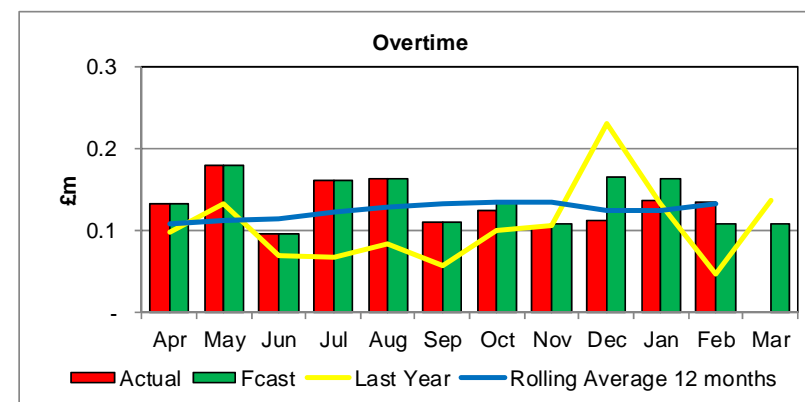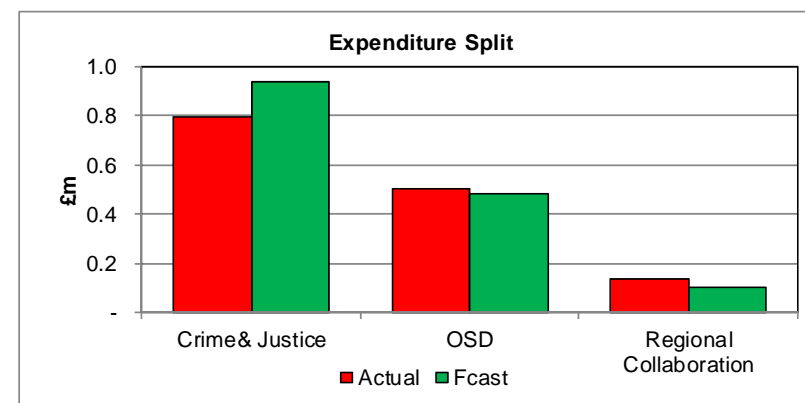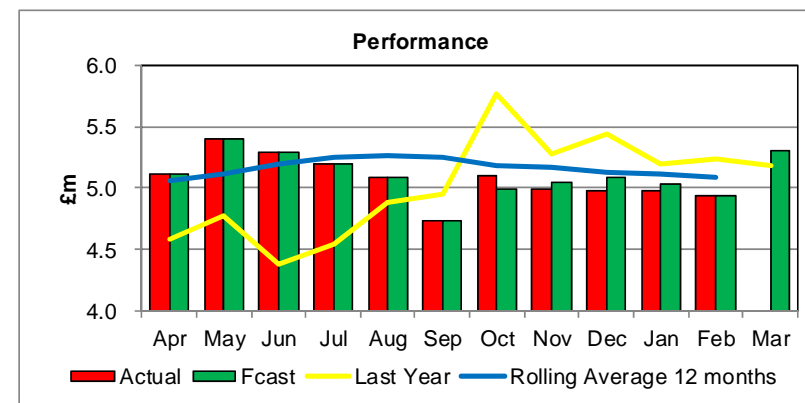**Full year forecast:** £61.231m

Month:
The £0.009m better than forecast performance was largely due to income £0.021m being prosecution cost recovered; savings on forensic costs; CCTV evidence copying; and a release of an accrual for DVPN no longer required as invoicing is currently up to date. This has been partly offset by police officer pay £0.033m; overtime £0.021m within Crime & Justice; and premises costs £0.022m where the forecast is held centrally but costs incurred locally.

Year to date:
The £0.117m better than forecast performance was largely due to police officer pay from backdated transfers to Contact Management; officer overtime £0.087m within Crime & Justice; transport costs £0.036m due to savings on accident damage and fuel costs; collaboration contributions £0.094m due to reflecting the latest numbers from the region; and income £0.103m due to mutual aid, recovery of prosecution costs and immigration detainees. This has been partly offset by premises costs £0.074m where the forecast is held centrally but costs incurred locally; and comms & computing £0.038m mainly due to efficiency overlays (procurement 5% saving).

Performance (£m) — Actual, Fcast, Last Year, Rolling Average 12 months

Expenditure Split (£m) — Actual, Fcast (Crime & Justice, OSD, Regional Collaboration)

Overtime (£m) — Actual, Fcast, Last Year, Rolling Average 12 months

Specialist Services Efficiencies

Month: £0.288m against a target of £0.231m (£0.057m favourable)
Year to date: £1.379m against a target of £1.561m (£0.182m adverse)
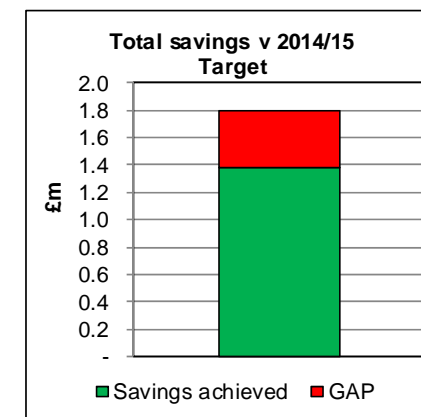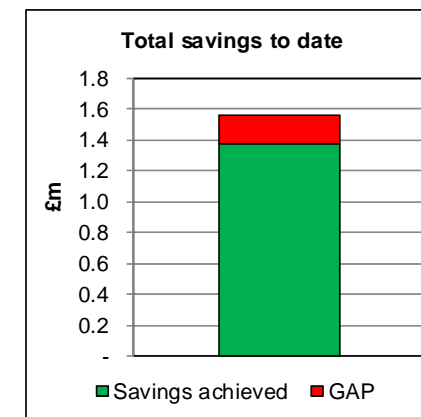**Full year revised target:** £1.792m

Month				Year to date			Full Year
Actual £m	Forecast £m	B/(w) than Forecast £m		Actual £m	Forecast £m	B/(w) than Forecast £m	Forecast £m
0.031	0.031	-	URN56 Review & Restructure of CJ	0.347	0.347	-	0.378
0.044	0.031	0.013	URN320 Reduction in Overtime	0.297	0.297	-	0.328
0.035	0.049	(0.014)	URN312 Custody Review	0.101	0.099	0.002	0.148
0.034	0.017	0.017	URN51 Police Led Prosecution	0.127	0.083	0.043	0.100
-	0.035	(0.035)	URN106 EMSCU	-	0.175	(0.175)	0.210
0.007	0.007	-	URN55 Review & Restructure PP	0.073	0.073	-	0.080
0.006	0.006	-	URN43 MAIT & Cannabis dismantling team	0.066	0.066	-	0.072
0.008	0.008	-	URN53 CMB	0.042	0.042	-	0.050
-	-	-	URN34 Combined Intel,P&P analytical	-	-	-	-
0.123	0.047	0.076	Other	0.326	0.378	(0.052)	0.426
0.288	**0.231**	**0.057**		**1.379**	**1.561**	**(0.182)**	**1.792**

Total savings to date

Total savings v 2014/15 Target

Year to date:

- URN106 - EMSCU savings targets have been missed by £0.175m.
- URNs 43,55,56,320 - have been included within the forecast numbers and are being monitored to ensure they are reaching the stated level.
- URN51 - Police Led Prosecutions are above target by £0.043m.

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Corporate Services

Month				Year to date					
Actual £m	Forecast £m	B/(w) than Forecast £m		Actual £m	Forecast £m	B/(w) than Forecast £m	Full Year Budget £m	Full Year Forecast £m	B/(w) than Budget £m
			Total pay & allowances						
0.277	0.284	0.006	Police pay & allowances	3.096	3.130	0.034	2.927	3.424	(0.497)
0.001	0.009	0.007	Police overtime	0.051	0.086	0.035	(0.162)	0.094	(0.256)
1.368	1.222	(0.146)	Police staff pay & allowances	12.647	12.792	0.146	11.282	13.489	(2.207)
0.004	0.006	0.002	Police staff overtime	0.053	0.068	0.015	0.189	0.074	0.115
0.265	0.050	(0.216)	Other employee expenses	1.304	0.791	(0.513)	0.548	0.831	(0.283)
1.916	**1.570**	**(0.346)**		**17.151**	**16.867**	**(0.284)**	**14.784**	**17.913**	**(3.128)**
			Other operating expenses						
0.134	0.169	0.034	Premises running costs	1.760	2.030	0.270	1.830	2.062	(0.232)
0.082	0.065	(0.017)	Transport costs	0.934	0.885	(0.049)	0.674	0.947	(0.273)
(0.013)	0.001	0.015	Clothing, uniform & laundry	0.045	0.049	0.004	(0.040)	0.035	(0.076)
0.363	0.311	(0.052)	Comms & computing	3.953	3.723	(0.231)	3.681	3.985	(0.304)
0.166	(0.128)	(0.294)	Miscellaneous expenses	0.680	0.162	(0.517)	(0.409)	(0.005)	(0.404)
0.138	0.138	0.000	Collaboration contributions	1.597	1.596	(0.001)	1.804	1.534	0.271
0.373	0.489	0.116	Other	9.001	8.571	(0.430)	8.665	8.896	(0.232)
1.243	**1.045**	**(0.198)**		**17.970**	**17.016**	**(0.954)**	**16.205**	**17.454**	**(1.250)**
3.159	**2.615**	**(0.544)**	**Total expenditure**	**35.121**	**33.883**	**(1.237)**	**30.989**	**35.367**	**(4.378)**
(0.298)	(0.469)	(0.171)	**Income**	(3.339)	(3.640)	(0.301)	(4.463)	(6.253)	1.790
2.861	**2.146**	**(0.715)**		**31.781**	**30.243**	**(1.538)**	**26.526**	**29.114**	**(2.588)**

Corporate Services

Month: £2.861m against a forecast of £2.146m (£0.715m adverse)
**Year to date:** £31.781m against a forecast of £30.243m (£1.538m adverse)
Full year forecast: £29.114m

Month:
The £0.715m worse than forecast performance was largely due to the staff salaries resulting from the release of the pay award centrally in January which has now been allocated to specific areas; other employee expenses £0.216m due to redundancy costs; comms & computing £0.052m due to delays in starting efficiency projects; increase to the insurance accrual and efficiency overlays in miscellaneous costs; and income £0.171m mainly due to efficiency overlays which are held centrally but benefits seen locally and temporary investment interest. This has been partly which has been offset by premises costs £0.034m where the forecast is held centrally but costs incurred locally; consultancy fees; and medical retirements which is timing.

Year to date:
The £1.538m worse than forecast performance was due to other employee costs £0.513m, mainly redundancy costs and pension strain; comms & computing £0.231m due to delays in starting efficiency projects; insurance accrual and efficiency overlays in miscellaneous costs; other costs include consultancy fees £0.226m mainly IS transformation costs (partly offset by recharges to regional partners), HR and DTF; additional charges for financial services £0.043m due to moving from the NCC pension service provider to Mouchel; and income £0.301m which is a combination of temporary investment interest and efficiency overlays which are held centrally but benefits seen locally.

2014/15 Performance

2014/15 Performance
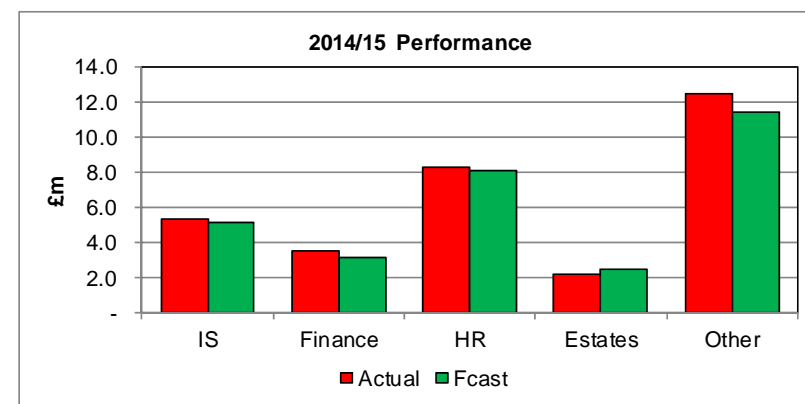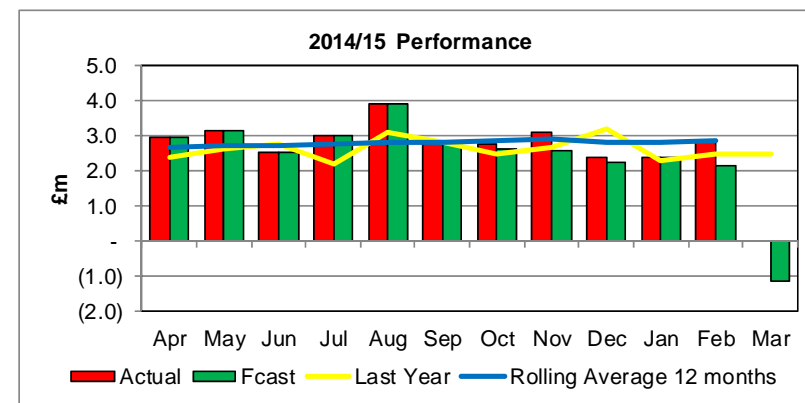
Corporate Services Efficiencies

Month: £0.430m against a target of £0.718m (£0.288m adverse)
Year to date: £3.520m against a target of £4.059m (£0.539m adverse)
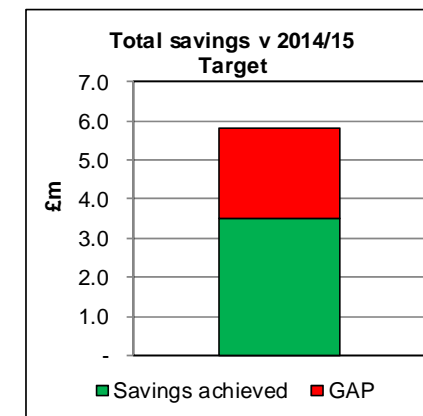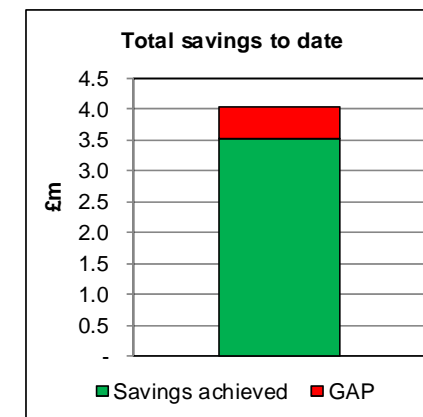**Full year revised target:** £5.964m

	Month				Year to date			Full Year
Actual £m	Forecast £m	B/(w) than Forecast £m		Actual £m	Forecast £m	B/(w) than Forecast £m	Forecast £m
-	0.003	(0.003)	OPCC	0.009	0.025	(0.016)	0.128
0.094	0.142	(0.047)	HR	0.729	0.725	0.004	0.917
0.124	0.284	(0.160)	Finance	0.703	0.847	(0.144)	1.521
0.036	0.070	(0.034)	IS	0.689	0.896	(0.207)	1.159
0.067	0.083	(0.016)	Assets	0.675	0.664	0.011	0.979
0.049	0.032	0.017	Transport	0.321	0.266	0.055	0.304
0.044	0.033	0.011	Corp Comms	0.222	0.207	0.016	0.237
0.003	0.007	(0.004)	PSD	0.034	0.054	(0.020)	0.061
0.003	0.005	(0.001)	Procurement	0.067	0.077	(0.011)	0.097
0.003	0.040	(0.036)	EMSCU	0.025	0.178	(0.153)	0.223
0.006	0.020	(0.014)	Other (Command, Central, Collaboration)	0.045	0.119	(0.074)	0.339
0.430	**0.718**	**(0.288)**		**3.520**	**4.059**	**(0.539)**	**5.964**

Total savings to date

Total savings v 2014/15 Target

Year to date:
- HR - URN307 Vacancy Rate is above forecast by £0.076m, offset by HR policy change savings £0.075m.
- Finance - Income Generation and Insurance reduction are behind forecast by £0.127m and £0.133m respectively, partly offset by vacancy rate at £0.132m.
- IS - Various Comms & Computing is behind target due to delays in projects and EMSCU savings at £0.157m.
- Estates - URN67 Repairs and maintenance budget cut is above forecast at £0.077m, however below target on various estates projects at £0.071m.
- Transport - URN275 Reduction in fuel is ahead of the forecast in the month by £0.090m.
- Corp Comms - above forecast on vacancy rate by £0.032m.
- PSD - Slightly off track due to vacancy rate & overtime missing targets.
- EMSCU - Is working to deliver the PFI contract and the 3% uplift.

For Consideration	
Public/Non Public	**Public**
Report to:	**Strategic Resources & Performance**
Date of Meeting:	**31 March 2015**
Report of:	**The Chief Executive**
Report Author:	**Sara Allmond**
E-mail:	**sara.allmond@nottscc.gov.uk**
Other Contacts:	
Agenda Item:	**11**

WORK PROGRAMME

1. Purpose of the Report

1.1 To provide a programme of work and timetable of meetings for the Strategic Resources and Performance meeting

2. Recommendations

2.1 To consider and make recommendations on items in the work plan and to note the timetable of meetings

3. Reasons for Recommendations

3.1 To enable the meeting to manage its programme of work.

4. Summary of Key Points

4.1 The meeting has a number of responsibilities within its terms of reference. Having a work plan ensures that it carries out its duties whilst managing the level of work at each meeting.

5. Financial Implications and Budget Provision

5.1 None as a direct result of this report

6. Human Resources Implications

6.1 None as a direct result of this report

7. Equality Implications

7.1 None as a direct result of this report

8. Risk Management

8.1 None as a direct result of this report

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

9.1 This report meets the requirements of the Terms of Reference of the meeting and therefore supports the work that ensures that the Police and Crime Plan is delivered.

10. Changes in Legislation or other Legal Considerations

10.1 None as a direct result of this report

11. Details of outcome of consultation

11.1 None as a direct result of this report

12. Appendices

12.1 Work Plan and schedule of meetings

Strategic Resources and Performance Meeting Work Programme

	ITEM	FREQUENCY	LEAD OFFICER
	May 2015		
1.	Topic based presentation – Rural Crime		
2.	Chief Constable's Update Report	Every other meeting	Force
3.	**(29) & (30)** Report detailing the Treasury Out-turn & Treasury Update – Annual report	Annually	CFO
4.	**(56)** Report on Health and Safety Monitoring together dip- sampling recommendations and implementation of actions and lessons learned	Annually	Force
5.	Efficiency Report (separate to the P&I Report) Year end and first month of new year	Bi monthly	Force
6.	Police and Crime Plan Annual Report 2014/2015	Annually	Phil Gilbert
7.	Police and Crime Plan Delivery Plan 2015/16		Phil Gilbert
8.	**(32)** Insurance Tender Process Report (may not be available)	Annually	
9.	**(33)** Insurance Provisions Report	Annually	
10.	**(67)** Public Protection and Safeguarding reports	6 monthly	OPCC & Force
11.	**(55)** Report on Environmental Management Performance	Annually	Force
	Standard items:-		
12.	Performance Scorecard – Executive Summary	Every meeting	Force
13.	**(15)** Updates on Medium Term Financial Plan	Every meeting	
14.	**(18)** Revenue Budget Monitoring and Forecast (summarising approved virements)	Every meeting	Force
15.	**(19)** Capital Budget Monitoring and Forecast (summarising approved virements)	Every meeting	Force
	July 2015		
1.	Topic based presentation – Cyber Crime		
2.	Police and Crime Plan 2015/16 Monitoring report Q1	Quarterly	Phil Gilbert
3.	Efficiency Report (separate to the P&I Report)	Bi monthly	Force
4.	Implementation of MFSS Report (Governance, progress and savings)		Force

	ITEM	FREQUENCY	LEAD OFFICER
5.	Planned implementation of PBS Report (Governance, progress and savings)		Force
6.	**(37)** Report on delivery against the Police and Crime Plan 2014/15	Annually	Phil Gilbert
7.	**Standard items:-**		
8.	Performance Scorecard – Executive Summary	Every meeting	Force
9.	**(15)** Updates on Medium Term Financial Plan	Every meeting	
10.	**(18)** Revenue Budget Monitoring and Forecast (summarising approved virements)	Every meeting	Force
11.	**(19)** Capital Budget Monitoring and Forecast (summarising approved virements)	Every meeting	Force