

For Information / Consideration / Comment / Decision (delete as appropriate)	
Public/Non Public*	
Report to:	Strategic Resources and Performance Meeting
Date of Meeting:	20 November 2013
Report of:	The Police and Crime Commissioner
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Agenda Item:	4

*If Non Public, please state under which category number from the guidance in the space provided.

Police and Crime Plan Half Year Monitoring Report 2013/2014

1. Purpose of the Report

- 1.1 The purpose of this report is to provide the Strategic Resources and Performance Meeting with the Police and Crime Commissioner's (the Commissioners) half yearly monitoring report on the progress of delivery of the Police and Crime Plan for 2013-18.
- 1.2 The report identifies success measures and an outline of the activities that have been progressing across policing and community safety. This is the first such report to the Strategic Resources and Performance Meeting and covers the time period 1 April – 30 September 2013.

2. Recommendations

- 2.1 That the Meeting discuss and note the progress made.
- 2.2 That the Meeting scrutinises performance against the strategic priority themes and activities set out in the Police and Crime Plan.
- 2.3 That the Meeting identifies issues for the Commissioner to take forward in consideration for refreshing the Police and Crime Plan for 2014-18.

3. Reasons for Recommendations

- 3.1 The Police Reform and Social Responsibility Act 2011 places a statutory duty on the Commissioner to publish a Plan for their policing area. Section 5(1) of the PR&SR Act 2011 required the Commissioner to 'issue a Police and Crime Plan within the financial year in which each ordinary election is held'. For the first Plan this meant no later than 31st March 2013.¹

¹ [Police Reform and Social Responsibility \(PR&SR\) Act 2011](#)

- 3.2 This half yearly monitoring report provides an overview of the delivery of the actions against the Commissioner's pledges, seven strategic priority themes, activities, performance and commissioning of grants.

4 Summary of Key Points

4.1 Background

Since taking up the new role of Commissioner on the 22 November 2012, the Commissioner and his Deputy Commissioner have worked closely with the Force, partners, stakeholders and the public to create a Police and Crime Plan (the Plan)² which reflects the views and interests of everyone living and working in Nottingham and Nottinghamshire.

- 4.2 The Plan came into effect on the 1 April 2013 and sets out the strategic priority themes and activities of the Commissioner for policing and community safety across Nottingham and Nottinghamshire. The Plan takes forward the Commissioner's Manifesto pledges and seven strategic priority themes underpinned by activities, performance measures and commissioned grants.

- 4.3 Together with producing the Plan the Commissioner has had to make some key decisions, which have included setting the precept and the budget for the totality of policing.³ The Commissioner has also produced his first Annual Report⁴ which has been shared with the Police and Crime Panel. This Annual Report covers the whole of the financial year from April 2012 to March 2013, and highlights the key commitments made by the Commissioner and the Deputy Commissioner, together with reflecting the performance improvements achieved by the previous Police Authority.

4.4 Governance and Accountability

The Plan also sets out Commissioner's governance and accountability arrangements; these are further outlined in the Commissioner's Governance Framework.⁵ 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 2012-2013⁶ which reflects the financial position of meeting continued savings of £10m each year whilst 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.

² [Nottinghamshire Police and Crime Plan 2013-18](#)

³ [Policing Protocol Order 2011](#)

⁴ [Nottinghamshire Police and Crime Commissioner's First Annual Report](#)

⁵ [Governance Framework](#)

⁶ [Nottinghamshire Police and Crime Commissioner and Group Statement of Accounts 2012-2013](#)

4.5 Stage Two Staff Transfer

The Police Reform and Social Responsibility Act 2011 outlined that there were two stages of staff transfer. Stage one from the 22 November 2012 when the Commissioner took up office, whereby all police staff moved by law to his employ, and existing delegations of direction to the Chief Constable remained. Stage two, which will be negotiated and completed by no later than the 1 April 2014, enables the movement of staff employment from the Commissioner to the Chief Constable, which will be subject to the Home Secretary's approval.

- 4.6 As part of the stage two transfer process, the Commissioner was required to advise the Home Secretary of plans for the stage two transfer of staff by 16 September 2013. The vision for the Stage Two Second Transfer has been agreed between the Commissioner and the Chief Constable. The Commissioner's recommendation is that there is a Maximum Transfer model for Nottinghamshire, which would mean the transfer of all police staff from Operational Frontline, Operational Support and Business Support⁷ functions to the employment of the Chief Constable. The Deputy Commissioner and the staff employed to work within the Nottinghamshire Office of the Police and Crime Commissioner (NOPCC) will remain under the employment of the Commissioner. In addition the Force will provide business support to the Commissioner as identified within the Working Relationship Agreement and in line with the Policing Protocol Order 2011.
- 4.7 The Commissioner and Chief Constable agree to work together in the delivery of the Police and Crime Plan. This transfer of staff from the Commissioner to the Chief Constable will facilitate the Chief Constable in delivering those elements of the Police and Crime plan specifically relating to the delivery of the service in Nottinghamshire. There will be ongoing work to ensure a robust implementation plan once the Home Secretary has approved the Transfer Scheme.

4.8 Vision

The Commissioner's vision is to be the '**People's Commissioner**', making himself available to individuals, victims of crime and communities and listen to their concerns. At the heart of delivering the Plan is a desire to make people feel safer, remove criminality from their neighbourhoods and tackle the social cause behind offending to permanently interrupt this vicious cycle. A true measure of success for the delivery of the Plan is whether the public feel safe within our communities, and whether they feel confident to report and progress an incident / crime throughout the criminal justice system. Currently 87.3% of victims of crime are completely, very or fairly satisfied with the service they have received from Nottinghamshire Police which is just 2.7% away from the 90% target. The County is 88.1% and the City is 86.4%.

⁷ The definitions of Operational Frontline, Operational Support and Business Support functions have been taken from the 2013 HMIC Report: [Police Governance in Austerity](#)

4.9 Pledges

There has been significant progress against the Commissioner's election pledges, with a focus on making Nottinghamshire safer and improving the services witnesses, victims and the general public receive from local policing and community safety, a summary is provided below:

1. Campaign against Government funding cuts to Nottinghamshire's budget for policing

- ✓ The financial climate continues to dominate the public sector risk registers. The current Comprehensive Spending Review (CSR) required up to 20% cuts in grant funding to 2014-15, which means a saving of over £40 million.
- ✓ Continuing to lobby for more resources, with the cost of savings being a challenging £10m each year.
- ✓ Maintained the same level of funding of £3m to local partnerships to provide community safety and victims' services despite a reduction in the Community Safety funding provided by Government.
- ✓ Further explore the opportunities for regional collaboration through the Regional PCC Board and the Regional Efficiency Board.

2. Improve Community Policing across Nottinghamshire by taking on 150 extras Police Officers and 100 Police Community Support Officers

- ✓ Despite the continuing economic pressures, there is a commitment to increase the number of Police Officers and PCSOs working in our neighbourhoods in 2013-14. Visible, accessible policing helps to reassure people and increase their feelings of safety and wellbeing – effects which are worth their weight in gold as far as quality of life is concerned.
- ✓ Recruitment in this half year has been: 113.84 FTE Police Officers (headcount 114 which includes the 2 new ACC's, transferees and new recruits), 57.48 FTE PCSOs (headcount 58), 78 Cadets, 71 Volunteers and 101 Specials.
- ✓ There are current discussions to work up plans for developing Parish Constables to further support the increased recruitment of specials and volunteers in local neighbourhoods. Also volunteers to support the Commissioners mystery shoppers scheme.

3. Work in partnership to reduce antisocial behaviour by 50%.

- ✓ Provided funding to enable community safety partners to work together to combat antisocial behaviour in priority neighbourhoods.
- ✓ Set up a Community Safety Partnership fund of £350,000 to support the work of community based projects aimed at tackling anti-social behaviour, alcohol and supporting victims and vulnerable people.
- ✓ Held an Alcohol Conference and developed and delivered the Alcohol Strategy and Action Plan.

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

- ✓ Commissioned projects to develop a multi agency process of identification of girls affected by gangs, identifying risk and developing pathways to enable appropriate support, and also to offer early intervention support to girls involved in gangs.
- ✓ Police Authority Scrutiny - identified Medium Risk Repeat as a priority – the Deputy Commissioner is continually monitoring and evaluating the Scrutiny Committee recommendations and the subsequent follow up Internal Audit by RSM Tenon.
- ✓ Domestic Violence commissioned services through partner agencies, with £130k per annum for Domestic Violence Medium Risk Intervention Workers (X1 City & x2 County – WAIS & NWAL); Community Safety Partnership support for additional staffing of the 24h Domestic Abuse helpline; additional resources to MARAC; academic research by the University of Leicester – to identify innovative opportunities to improve services to support and respond to victims' individual needs.
- ✓ Following on from the review of the City commissioned services for Domestic Violence, the Deputy Commissioner has commissioned a review of County Domestic Violence Services.
- ✓ Working with Nottingham Citizens and the Force to improve Safer School Routes.

5. Ensure that victims of crime are treated as people, not cases, and will properly fund Victim Support.

- ✓ Commissioned an independent BME project which has highlighted 30 recommendations which are being progressed.
- ✓ New Victims Strategy being developed for early next year and commissioning services locally from October 2014.
- ✓ Held a Restorative Justice Summit and commissioned mapping exercise and development of strategy, together with sponsoring a National Restorative Justice Conference on 3rd December in Nottingham.
- ✓ Committed funding to Victims Support and Crimestoppers
- ✓ Supporting Community Safety work around focussing on homophobia awareness training, ambassadors for the Gypsy Community, victim support and third party reporting, together with various diversionary and educational training for young people.

6. Be fair, honest and protect taxpayers' money.

- ✓ Commissioned a Base Budget Review to assist with the identification of opportunities to better align the Force budget to with the Police and Crime Plan priorities, compare cost savings and potential opportunities for new ways of working with the regional forces and partners.
- ✓ Exploring new and innovative ways to work in partnership and through Regional Collaboration to work up delivering savings whilst protecting local delivery.

4.10 Strategic Priority Themes

The first Joint Partnership Strategic Assessment conducted for the Commissioner in 2012 identified seven strategic priority themes. This set out the strategic framework for the Plan which was developed with the Force, criminal justice and community safety partners and consulted on widely with

stakeholders, communities and individuals to identify the priorities for action over the next five years.

- 4.11 There will be quarterly performance monitoring of the activities of the Plan by the NOPCC to ensure robust management of the delivery of outcomes against each of the seven strategic priority themes. The first two quarterly monitoring reviews have been recorded for this half-year period report, 1 April – 30 September 2013, which are outlined in more detail in **Appendix A** and summarised in the following table:

Theme	Progress Summary	Status
Priority 1	Protect, support and respond to victims, witnesses and vulnerable people There has been sound progress to set out and deliver commissioned services and outline key strategies (Victims Strategy) to be delivered, together with identifying positions against national standards (including Victims' Support Pledge, Barnardo's Pledge and Youth Charter) and commissioned research (BME Project) to identify recommendations to progress the response of the police and community safety and criminal justice services to deliver improvements for victims, witnesses and vulnerable people.	A
Priority 2	Improve the efficiency, accessibility and effectiveness of the criminal justice process There has been commissioned work through the BME project, which has outlined 30 recommendations to be delivered for improvement, there is ongoing monitoring through Performance and Insight of the CJS. The Commissioner has taken an active role in developing a local response to improving rehabilitation agenda, and has commissioned a Restorative Justice Strategy based upon a mapping exercise with an organisation called Remedi, there is also further work to develop the Victims Strategy,	A
Priority 3	Focus on those local areas that are most affected by crime and antisocial behaviour There has been strategic focus on the High Impact Areas for the City and Priority Plus areas for the County. There have been identified grants and work to develop Safer School Routes, development of the public transport safety CCTV Scheme, and commitment by the Commissioner to maintain the same level of funding for local partnerships to provide community safety and victims' services.	A
Priority 4	Reduce the impact of drugs and alcohol on levels of crime and antisocial behaviour There has been joint commissioning of substance misuse services, together with delivering the Alcohol Strategy and Action Plan, which addresses night time economy issues. Funding has been provided to the Safer Nottinghamshire	A

	Board and to the Nottingham Crime and Drugs Partnership to ensure drug misusing offenders have access to treatment and recovery services.	
Priority 5	Reduce the threat from organised crime The Commissioner and Chief Constable review the capability and capacity to deliver the Strategic Policing Requirement ⁸ , this is being Inspected by the HMIC with a national thematic to be reported in April 2014. There is a national Serious and Organised Strategy ⁹ with new duties for Commissioner which will be progressed through regional collaborative working.	G
Priority 6	Prevention, early intervention and reduction in reoffending There is ongoing work across policing and community safety to address prevention, early intervention and commissioned grants for focused activities for reduction in reoffending. Together with setting the Community Safety Partnership Fund specifically setting out to assist small local groups to reduce crime and antisocial behaviour. Nottinghamshire Police are in the process of developing a prevention strategy.	A
Priority 7	Spending your money wisely There has been a significant amount of progress this year to deal with the change and growth required for policing in Nottingham and Nottinghamshire; this has been supported by the commissioned Base Budget Review. The Commissioner has set out his commitment to collaboration with PCCs across the region in order to protect local policing, and on behalf of the other PCCs he is the regional lead for the efficiency programme.	A

4.12 Performance of Activities

This is the first half year monitoring report of the Commissioner's 5 year Plan. In the face of continuing funding issues, we will need to refine our approach to protecting the public and solving crime so that we can deliver better results for less money. The management of the activities will provide the opportunity to identify and reprioritises activities for delivery against desired outcomes.

4.13 Overall there are 67 activities split over the seven strategic priority themes:

- 22% (15) being rated Green (progressing to delivery).
- 78% (52) being rated Amber (developing but not yet delivered).
- No exceptions being reported as Red (requiring action to mitigate risk to delivery).

4.14 The rated activities are represented in Figure 1 below:

⁸ [Strategic Policing Requirement 2012](#)

⁹ [National Serious and Organised Crime Strategy 2013](#)

Overall Rated Performance of the Strategic Priority Themes

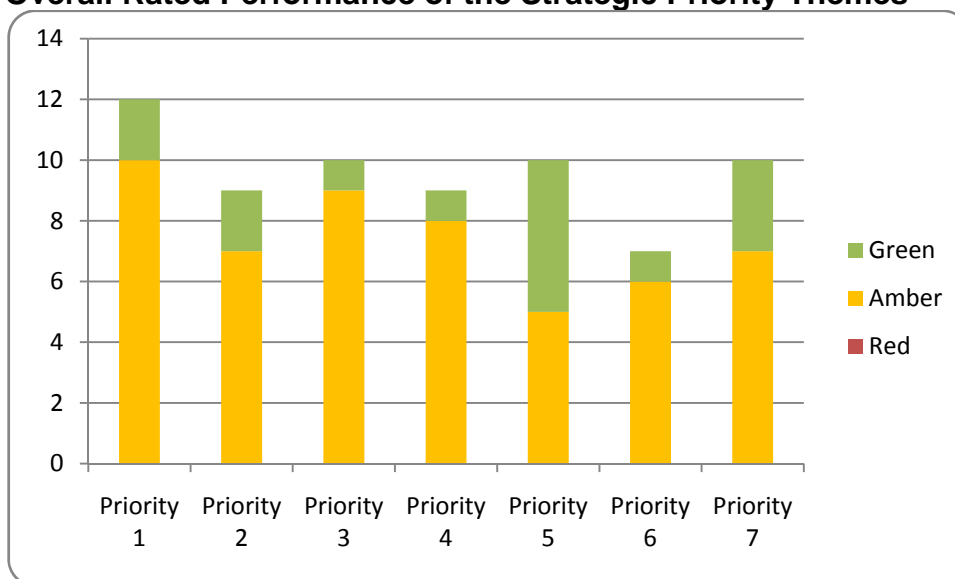


Figure 1: Performance of Strategic Priority Themes

4.15 Continued Focus On Delivery

This monitoring period has highlighted that there is significant progress being made against the activities under the strategic priority themes, there are no weighted red activities to identify risks, however, there remains a focus on the following key challenges:

Theme	Challenges	Status
Priority 1	<ul style="list-style-type: none"> • Victims – satisfaction and reducing the fear of crime • Sexual violence and repeat incidents of domestic abuse • Hate Crime • Young people, older people 	A
Priority 2	<ul style="list-style-type: none"> • Efficiency of court files for Criminal Justice • Improving the Victims and Witnesses Journey 	A
Priority 3	<ul style="list-style-type: none"> • Antisocial behaviour • Rural Crime • Focus on priority plus and high impact neighbourhoods • Promoting and aligning community payback 	A
Priority 4	<ul style="list-style-type: none"> • Drug and Alcohol Abuse - embedding the Alcohol Strategy and Action Plan • Crime Summits (i.e. Burglary, Violence and Shoplifting) and action plans 	A
Priority 5	<ul style="list-style-type: none"> • Strategic Policing Requirement capability and capacity • Serious and Organised Crime • Mental Health • Roads Safety 	A
Priority	<ul style="list-style-type: none"> • Restorative Justice 	A

6	<ul style="list-style-type: none"> Local approach to 'Transforming Rehabilitation' Improved information sharing across agencies 	A
Priority 7	<ul style="list-style-type: none"> Sustainable services with reduced budgets Partnership working and collaboration Demonstrating Value for Money 	

4.16 Lead Delivery Monitoring

Overall, under each of the strategic priority themes there are 67 activities that are split between being led by the Commissioner and his Office (x29), the Force (x22) and Partners (x16). The detailed delivery update is provided in **Appendix A**, however, an overview of performance across the delivery of each of the leads is provided in Figure 2 below:

Performance of the Strategic Priority Themes by Leads

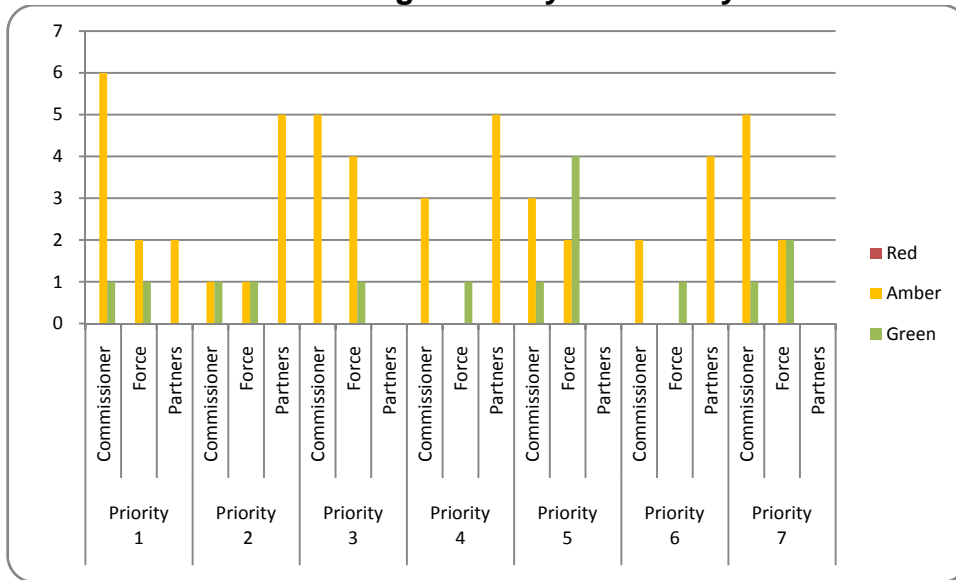


Figure 2: Priority Theme Lead Monitoring

4.17 Performance

The Commissioner has a statutory duty to ensure that the Force is efficient, effective and provides value for money. A range of performance indicators (27) relating to the 7 strategic themes contained within the Plan are monitored by the NOPCC, where performance is identified as a risk the Commissioner holds the Chief Constable to account, seeking assurance that action is being taken to address the performance concerns.

4.18 There are bi-monthly performance reports sent through to the Strategic Resources and Performance Meeting and reports sent through to the Police and Crime Panel in accordance with section 13 of the Police Reform and Social Responsibility Act 2011.

4.19 A significant focus on performance is being progressed by three Partnership Gold Groups which have now been established following recent Crime Summits (i.e. Burglary, Violence and Shoplifting) and action plans are being

developed and actions implemented where possible to tackle identified key risks.

4.20 Nottinghamshire Police – Policing Plan

The Chief Constable sets the vision for Nottinghamshire Police to be the best performing police force in England and Wales within his Policing Plan. The Policing Plan aligns the Commissioner's priorities within the following three priorities:

1. To cut crime and keep you safe
2. To spend your money wisely
3. To earn your trust and confidence

4.21 Community Safety Partnerships

The Police Reform and Social Responsibility Act 2011 provides a clear legal basis to the relationship between the Commissioner and Community Safety Partnerships (CSPs) within Nottingham and Nottinghamshire to cooperate to reduce crime, disorder and re-offending. The Act expands on the reciprocal duty to cooperate between the Commissioner and the CSPs by requiring the Commissioner's Plan to 'have regard to' the priorities of each CSP; and likewise, the CSPs must have regard to the priorities established by the Commissioner in their plans.

4.22 The Commissioner has been working closely with CSPs, and will continue to align mainstream resources that will have a greater impact on crime and disorder through the overview of innovative work to be managed through the developing commissioning framework of funds and grants.

4.23 Local Partnerships

The Commissioner has maintained the same level of funding of £3.m to local partnerships to provide community safety and victims' services despite a reduction in the Community Safety funding provided by Government. This funding has been commissioned through the Nottingham Crime and Drugs Partnership (CDP - £1.7m) for the City and the Safer Nottinghamshire Board (SNB - £1.3) for the County.

4.24 Nottingham Crime and Drugs Partnership Board¹⁰

The CDP is a multi-agency organisation responsible for tackling and addressing crime and substance misuse in Nottingham. The CDP is a statutory partnership under the Crime and Disorder Act 1998¹¹, which requires all key agencies in Nottingham to work together in the prevention of crime. The CDP consists of members of the key organisations which constitute the

¹⁰ [Nottingham Crime & Drugs Partnership Plan 2011-14 Year 3](#)

¹¹ [Crime and Disorder Act 1998](#)

Partnership including Responsible Authorities and other partners from higher education, the voluntary sector and business communities.

- 4.25 The CDP sets the strategic priorities for the Partnership in accordance with the strategic direction established by One Nottingham and the Sustainable Community Strategy.¹² The CDP provides a governance function ensuring that Partnership monies and activities are directed towards the priorities as well as serving as a forum for members. Furthermore, the sustained reductions in crime over the last ten years has seen Nottingham's crime profile change dramatically with, what are often perceived to be, 'less serious' forms of crime now accounting for the highest volume offences.
- 4.26 To meet the Partnership's aims focus will be given strategically in 2013/14 to:
- Violence (inc. Domestic violence)
 - Anti-Social Behaviour
 - Substance Misuse (Drugs and Alcohol)
 - Reactive Response to emerging issues and volume crime
 - Mental Health
 - Reoffending

These priorities are being directed towards 5 High Impact Areas having the highest concentration of crimes.

4.27 Safer Nottinghamshire Board¹³

The Safer Nottinghamshire Board (SNB) is a countywide strategic group that is required under Crime and Disorder Regulations 2007¹⁴ to ensure the delivery of shared priorities and a community safety agreement. It supports local community safety partnerships, which were set up as statutory bodies under sections of the 1998 Crime and Disorder Act, and aims to bring together agencies and communities to tackle crime and antisocial behaviour in local areas. The three Community Safety Partnerships (CSP) are: Ashfield and Mansfield CSP; South Notts CSP; and Bassetlaw, Newark and Sherwood CSP. The SNB has identified seven strategic priorities, which have been allocated champions to progress:

- Serious Acquisitive Crime
- Violent Crime
- Domestic Violence
- Anti-Social Behaviour
- Drugs and Alcohol
- Youth Issues
- Hate Crime

¹² [City of Nottingham Sustainable Community Strategy 2020](#)

¹³ [Safer Nottinghamshire Board](#)

¹⁴ [Crime and Disorder \(Formulation and Implementation of Strategy\) \(Amendment\) Regulations 2012](#)

4.28 The SNB was established in 2008 and has fulfilled the requirement for a county strategy group in Nottinghamshire since then, having made significant reductions in crime and antisocial behaviour across the county. These priorities are being directed towards fifteen areas having the highest levels of priority crimes, and are termed Priority Plus areas.

4.29 However, at the Safer Nottinghamshire Performance Board (SNB) on 30th August 2013, a review of Partnership Plus areas was commissioned by ACC Simon Torr. The aim of the review was to make recommendations to the SNB for actions that could add more value to current activity to reduce crime and antisocial behaviour in local communities.

4.30 Community Safety Partnership Fund

The Commissioner has set up the Community Safety Partnership Fund specifically to assist small local groups to reduce crime and antisocial behaviour and protect and support victims of crime at neighbourhood level. The projects complement those led by partners through the Community Safety Partnerships in each local authority area. Confirmation of the funding allocation for next year will be in January 2014. In the meantime there will be a review of the application process for the Community Safety Partnership Fund to be ready for any future funding rounds.

4.31 The Community Safety Partnership Fund provides small grants of £25,000 or less to voluntary and community groups for projects which assist in reducing crime and protecting victims, witnesses and vulnerable people. There were 89 applications received at the end of May, requesting £1.4m. Following appraisal, 28 projects were approved to a value of £351,50.90. There is a diverse range of projects working in the following areas:

- Crimestoppers
- Domestic violence
- Drugs and alcohol
- Hate crime
- Neighbourhood Watch
- Reducing re-offending
- Restorative justice
- Victims

4.32 Some projects contribute towards more than one of the Police and Crime Plan Priorities. All projects contribute towards either priority theme 1 or 6. All the projects can be viewed at the Commissioners Web Page [here](#).

4.33 The small grants fund is currently running at £380k which includes match funding for preventative and target hardening work in in the County, with a further amount for supporting crime and antisocial behaviour through:

- Girls and Gangs Small Grants - two projects, to a total of £10,904, have been approved to take forward work to support girls involved in gangs. The two projects will:

- Develop a multi agency process of identification of girls affected by gangs, identifying risk and developing pathways to enable appropriate support.
- Offer early intervention support to girls involved in gangs.
- Domestic Violence – commissioned two key areas for improving domestic violence services to victims:
 - £130k per annum for Domestic Violence Medium Risk Intervention Workers (X1 City & x2 County - WAIS) & NWAL)
 - £30K to the University of Leicester for academic research to identify innovative opportunities to improve services to support and respond to victims' individual needs
- Introducing a partnership safer Cab Scheme with the introduction of CCTV.

4.34 The following Figure 3 outlines the percentage of distribution of the Community Safety Fund across the strategic priority themes, which outlines that the greatest majority of funding is concentrated on **Theme 1: Protect, support and respond to victims, witnesses and vulnerable people**:

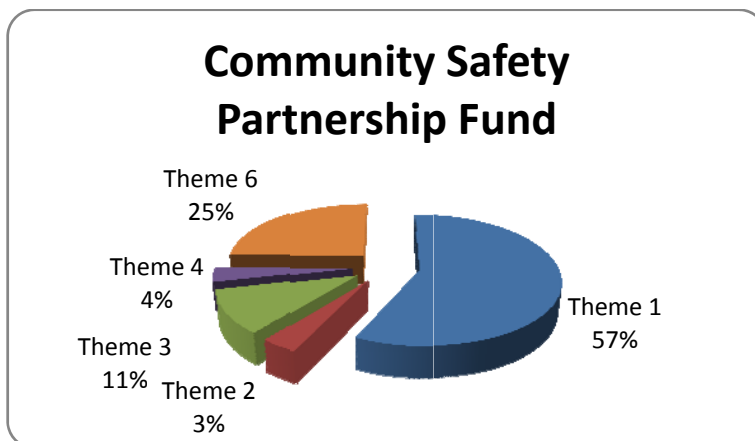


Figure 3: Community Safety Partnership Funding aligned to the Plans Strategic Priority Themes

4.35 Collaboration

The Commissioner currently sits on a Regional PCC Collaboration Board which is addressing opportunities to develop future regional collaboration agreements. In July 2013, the PCCs for the East Midlands region¹⁵ commissioned Her Majesty's Inspectorate of Constabulary (HMIC) to conduct a review of the arrangements for collaboration between the five forces in the region.¹⁶ The Final Report was published on the Commissioner's website on 11 November 2013.

Previously three areas of collaboration were treated as Jointly Controlled Operations (JCO).

¹⁵ Police forces in England and Wales are grouped in a number of regions. The East Midlands region comprises the police forces of: Derbyshire, Leicestershire, Lincolnshire, Northamptonshire and Nottinghamshire

¹⁶ Police and Crime Commissioners can commission HMIC to undertake inspections under section 54(2BA), Police Act 1996

- The East Midlands Special Operations Unit (EMSOU)
- The East Midlands Special Operations Major Crime (EMSOU MC)
- The East Midlands Technical Surveillance Unit (EMTSU)

4.36 These are all between Nottinghamshire, Derbyshire, Leicestershire, Lincolnshire and Northamptonshire PCC's and Nottinghamshire's proportion is 27.6%. There are five additional collaborations accounted for as JCO's this last year:

- Legal Services (EMLS), originally a two way shared service between Nottinghamshire and Derbyshire, but this year the collaboration has been extended during the year to include Leicestershire and Northamptonshire. The equated share for this year has been calculated as 41.1% in future years the proportion will be 31.6%.
- Commercial Services (EMSCU), between Nottinghamshire, Northamptonshire and Derbyshire. During the first year of operation Nottinghamshire's proportion is calculated as 33.42%. In future years this will be 33.33%
- Forensic Services (EMFSS) is between Nottinghamshire, Derbyshire, and Lincolnshire PCC's and Nottinghamshire's proportion is 44.37%.
- Learning & Development (EMLD) is between Leicestershire, Nottinghamshire, Derbyshire, and Lincolnshire PCC's and Nottinghamshire's proportion is 31.60%.
- Occupational Health Service (EMOH) is between Nottinghamshire, Derbyshire, Leicestershire, Lincolnshire and Northamptonshire PCC's and Nottinghamshire's proportion is 27.6%.
- In October 2013 the Force joined the National Police Air Service, which replaced the collaboration with Derbyshire. This will improve resilience and yield efficiency savings.

All of these arrangements are covered by Section 22 Agreements and financial information is included in note 13 to the accounts.

4.37 Refreshing the Police & Crime Plan for 2014-15

The Commissioner's Plan was scrutinised and approved by the Police and Crime Panel in March 2013, and covers the period 2013-18. However, it has been agreed that the Plan will be reviewed periodically to ensure that it still accurately reflects the expectations of the public and the strategic risks facing Nottingham and Nottinghamshire.

4.38 The annual Joint Partnership Strategic Assessment provides the threat, risk and harm assessment of Nottingham and Nottinghamshire to ensure that we identify new and emerging issues and tackle the policing and community safety issues that are of most concern. The assessment includes consultation with communities in order to make sure that we are addressing the issues that matter the most to Nottingham and Nottinghamshire. The assessment also draws upon key local, regional and national information which includes:

- Local Partnership Strategic Assessments
- Regional Review of Collaboration in the East Midlands
- Domestic Violence
- [Anti-social Behaviour, Crime and Policing Bill 2013](#)
- [Strategic Policing Requirement 2012](#)
- [National Serious and Organised Crime Strategy 2013](#)
- [Code of Practice for Victims of Crime 2013](#)
- [HMIC Inspections](#)
- National Focus on Mental Health
- Restorative Justice

4.39 Engagement and Consultation

The engagement and consultation process will involve continued attendance at public meetings, feedback from Community Safety Partnerships, Stakeholder Forums, commissioned surveys and monitoring the correspondence received by the NOPCC and understanding the results of various opinions expressed on the Commissioner's website.

4.40 The Commissioner has established the effectiveness of the Plan and provides this report as way of commenting on the progress and identifies any risks and new and emerging issues.

4.41 The final Police and Crime Plan refresh will be presented to the Police and Crime Panel meeting in February 2014, with a supporting final report for the Panel's comments and approval.

4.42 Next stages – Accountability Planning Cycle

The Commissioner will publish the Accountability Planning Cycle on his website, together with timelines for consultation and other related activities for developing and monitoring the Police and Crime Plan.

5 Financial Implications and Budget Provision

5.1 Financial implications have been identified within the report.

6 Human Resources Implications

6.1 Human Resource implications are monitored within the activities to deliver the strategic priority themes.

7 Equality Implications

7.1 There will be a refresh of the Equality Impact Assessment to inform the Engagement and Consultation Planning.

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 Commissioners Governance Framework.

10 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)¹⁷
- Strategic Policing Requirement (SPR)¹⁸
- Elected Local Policing Bodies (Specific Information) Order 2011¹⁹

11 Details of outcome of consultation

- 11.1 To develop the Police and Crime Plan, there was a joint Partnership Strategic Assessment led by the PCC Transition Programme which included the Force and community safety and criminal justice partners to identify the needs and priorities for the City and the County. In addition, there was further consultation conducted by the Commissioner and Deputy Commissioner to obtain the views of partners, communities and victims of crime which were included in the Plan:

- Consultation meetings with representatives from the Women's Groups.
- Consultation meetings with representatives from Black and Minority Ethnic and Refugee Groups.
- Consultation meetings with members of the Nottingham City Youth Cabinet.
- Discussions with Transgender Group.
- NCC Youth Board, Bassetlaw and Broxtowe NCC Young People Scrutiny Advisory Board.
- Work with the agencies that the Commissioner has signed pledges, charters or support, including:
 - Victims Support Pledges
 - Youth Charter
 - Nottingham Citizen
 - Rural issues – Nottinghamshire's Farmers Union and Nottinghamshire Wildlife Trust
 - Violence against women and girls
 - RSPCA Animal Welfare Charter

¹⁷ [Financial Code of Practice 2012](#)

¹⁸ [Strategic Policing Requirement](#)

¹⁹ [Specific Information Order 2011](#)

- 11.2 Further opportunities for engagement and consultation were progressed from the publication of the draft Plan which was presented to the Police and Crime Panel on the 15 January 2013. This included Walkabouts by the Commissioner in local communities, the Commissioner and Deputy Commissioner attending meetings, together with:
- 500 online surveys on the draft Plan coordinated by the Commissioners office.
 - Meeting with members of the Nottingham City Youth Council.
 - Over 70 individuals were involved in a Young People's Web chat with the Commissioner.
 - Victims of Crime meeting.
 - NCC Business Engagement Group.
 - BMER Groups.
 - Public meetings in Nottingham and Nottinghamshire (Pleasley, Mansfield).
 - Women's Group meeting.
- 11.3 In addition to the above engagement and consultation activities, there were key meetings with the Force and Community Safety Partnerships, Chief Executives of Councils and other organisations to listen to views on the Plan. There was also the gathering of direct responses on the draft Plan which has been accessible on the Commissioner's website. In all, there were over 700 more individuals directly involved in the consultation of the draft plan with amendments made and published for the final Plan.
- 11.4 There is currently a consultation and engagement timeline being pulled together to ensure wider engagement and consultation for the refresh of the Plan this includes:
- Alcohol survey.
 - On line surveys for the strategic priority themes and budget.
 - Stakeholder Forums for the City and the County.
 - Commissioner and Deputy Commissioner Walkabouts.
 - Victims and Domestic Violence Surveys.
 - Survey with the CDP Respect Survey and the County Citizens Survey.
 - Consultation information from the Joint Partnership Strategic Assessment.
 - Public and Independent Advisory Group meetings.
 - Media responses.
 - Monitoring of complaints.

12. Appendices

12.1 Appendix A: Summary of Activities against the Police and Crime Plan Strategic Priority Themes

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

13.

Appendix A: Summary of Activities against the Police and Crime Plan Strategic Priority Themes

Theme: Priority 1: Protect, support and respond to victims, witnesses and vulnerable people	What we have been doing?	Status (RAG)
Commissioners' Activities		
PCP C1.1 Develop a Victims' Strategy and Commissioning Framework based upon evidence of need.	The Commissioner is seeking support from the MOJ to start commissioning locally from October 2014. There has been a Project Initiation Document produced to outline the delivery of the Commissioner's Victim's Strategy. There has also been ongoing work to develop the Commissioning Framework as part of the Commissioner's Accountability Cycle which will be delivered before April 2014 in line with refreshing the Police and Crime Plan. The Nottinghamshire Victim Support Annual Review highlighted the continued support that the Force provides in helping victims of crime; there is a new Valuing Victims Intranet site for officers and staff to drive improved victim care and satisfaction.	A
PCP C1.2 Work with 'Victim Support' to secure funding for Anti-Social Behaviour Case Workers.	Following discussions with District Councils and Partners it was identified that there was no gap in funding for 2013/14. The future funding of Case Workers will be reviewed as part of the Victims' Strategy and Commissioning Framework.	G
PCP C1.3 Improve support to young victims of crime.	There has been ongoing work with Community Safety partners to review the needs of young victims which has been assessed and will form part of the Victims' Strategy. There is development work with 16-18 year olds experiencing domestic abuse through grant funding, together with further support for child victims of domestic abuse. Community Safety Partnership commissioning of Victim Support Work and SAFE Scheme for victims, and improving healthy relationships such as the Vibe project.	A
PCP C1.4 Through a better understanding, protect and reduce violence to young women and girls in gangs.	Work has been continuing with the Deputy PCC, Health Shop commissioned £10,904 to undertake preliminary work involving young women and girls and gangs, developing a multi agency process of identification of girls affected by gangs, identifying risk and developing pathways to enable appropriate support, together with work to offer early intervention support to girls involved in gangs. There is also a Report being produced for the Chairs of Strategic Partnerships Meeting for the 26 November to outline the National Response to Child Exploitation and local grooming.	A
PCP C1.5 Protect, support and respond to repeat victims of domestic abuse, especially high and medium risk.	The business case for continued commissioning has been produced, specifications for delivery of x3 Medium Risk Intervention Workers. There has also been the successful tendering and commissioning of the Academic Research for Medium Risk Repeat victims of domestic violence to the University of Leicester, which will run until August 2015. Community Safety Partnership commissioning of support workers for children such as the WAIS and NCHA, and also Equation. A HMIC Thematic Inspection of Domestic Violence has been commissioned by the Home Secretary to be completed by April 2014, with Nottinghamshire being Inspected on site from the 4 November 2013. SNB: Domestic Violence - Additional staffing of the 24h Domestic Abuse helpline, additional resources to MARAC.	A
PCP C1.6 Protect and support victims of sexual violence.	The Commissioner has signed up to the Barnardo's Pledge, and there has been a review of how the Force meets these standards. Further discussion will take place on the 26 November on the Governments Response to Sexual Exploitation and local grooming at the Chairs of the Strategic Partnership meeting.	A

	There is Community Safety Partnership funding allocated for Independent Domestic Violence Support, Rape Crisis.	
PCP C1.7 Improve BME experience of policing through better engagement and being more responsive to needs.	Following a commissioned research project, the Commissioner has approved the review and implementation of the x30 recommendations and report back to the BME Project Steering Group. A Joint Working Group has been established, chaired by the Commissioner with DCC Fish overseeing the programme of work which will be reported to the BME Project Steering Group on a regular basis. The Working Group is focussing on: stop and search, recruitment of police officers and PCSOs and their training.	A
Force Activities		
PCP F1.8 Working in partnership with other organisations to focus on hate crime.	Inaugural Hate Crime group held between Police and Partners. Performance pack in development. Funding has been provided through the Safer Nottinghamshire Board to the Hate Crime Champion to support a local strategy. The Community Safety Grant is also supporting a local voluntary organisation to establish a local strategy of reporting. SNB: Hate Crime: Work focussing on homophobia awareness training, development of ambassadors for the Gypsy community, victim support, and third party reporting.	G
PCP F 1.9 Ensure Stop and Search transparency and proportionality.	Stop and Search Live Dashboard up and running, enabling accurate management and analysis for each area and team. Stop and Search discussed at monthly Divisional Operational Reviews as standing item.	A
PCP F1.10 Ensure the police workforce continues to respect and represents the communities it serves.	The Force continues with its activities and implementation of its Public Engagement Strategy 2013-2018. A paper has been prepared showing the approach being taken and the work that is required to achieve the aim in the long term. Current BME representation in Force stands at 3.9% (August 2013). This shows little change from the proportion recorded in March last year, 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 3.9% figure is lower than the BME population of Nottinghamshire, which stands at 11.2% (Source: 2011 Census Data).	A
Partner Activities		
PCP P1.11 Promote and develop opportunities for local communities, individuals and businesses to work together to reduce crime.	There is the Commissioner's Engagement and Consultation Strategy and forward plan of consultation to identify priorities from local communities and businesses. Nottinghamshire Police are running a pilot with the Co-Operative chain of supermarkets looking at minimum standards of evidence for reporting. Nottinghamshire Police are currently working as the Primary Authority for the Co-Op, so any issues they get nationally in relation to retail crime on their premises, they will come to the Force first to advise / pilot, before putting anything into place in their stores in other parts of the UK. The Co-op have dedicated a member of their management team to work closely and regularly with the Force to roll out the pilot. When the pilot has been assessed, their plan is to roll it out nationally across all Co-Ops. CDP: Continuation of the Weeks of Action Programme which addresses local issues identified by the public. Locality working through the four tier model that problem solves local issues at a local level. Additionally a number of performance summits have been held (mobile phone theft, burglary and shop theft) and activity is now being delivered through various task and finish groups. The views of local businesses and local communities are an integral part of this approach. SNB: Work being led to focus on community regeneration and retail crime and substance misuse.	A

	<p>Violent Crime: Development of family clinics for young people found in possession of drugs and alcohol.</p> <p>Youth Issues: Diversionary activity at Roch House, flats for homeless young offenders.</p> <p>Positive Future – Bassetlaw / Ashfield: Diversionary and educational training for young people.</p> <p>There was a Retail Crime Summit in August, and a Retail Crime Gold Group has been set up, with the Co-op, Sainsburys and Primark having all agreed to work in partnership and it is hoped that Asda and Tesco will also sign up.</p>	
PCP P1.12 Improve witnesses and victims' experience and participation levels in the Criminal Justice system by removing barriers.	Work will be progressed through the development of the Victim's Strategy. There has been investment through the grant funding of McKenzie Friends at court (providing moral support; taking notes; helping with case papers; quietly giving advice on any aspect of the conduct of the case).	A

Theme: Priority 2 Improve the efficiency, accessibility and effectiveness of the criminal justice process	What we have been doing?	Status (RAG)
Commissioners' Activities		
PCP C2.1 The Commissioner will work with Criminal Justice Partners to agree ways in which the Criminal Justice System can be more accessible to all communities.	Funding has been made available to providing support for victims of domestic violence and working with the Criminal Justice System, through IDVAs. The work of the BME project has contributed to identifying the 30 recommendations for improvements being progressed through the Working Group. The Commissioner has held a Restorative Justice Summit with key partners to ensure victims get the best deal and identify how this approach can be expanded. The Commissioner is hosting a national conference called Facing up to Offending on 3 December at Nottinghamshire Golf Club in Cotgrave. The Police and Crime Plan includes targets to reduce the number of ineffective trials at magistrates and crown courts.	A
PCP C2.2 Monitor the effectiveness of the Youth Justice and Criminal Justice System, including timeliness and compliance with national standards on sentencing decisions.	There is ongoing monitoring through the Performance and Insight packs and the update reports to the Strategic Resources and Performance Meetings as part of the performance management and the Commissioner's Governance Framework.	G
Force Activities		
PCP F2.3 Improve the timeliness and quality of case files.	File Quality Monitoring System now in place. Monthly Performance report produced by OBSU Manager. Sergeants Accreditation process almost fully complete. In terms of the quality of files submitted, the error rate was 10.5% for the Magistrates court and 56.9% for the Crown Court.	A
PCP F2.4 Digitalise the way case files are produced and transferred.	Digitalisation of case files update - everything is now sent electronically from the Bridewell and Mansfield Custody suites bar Crown Court upgrade files (trial files). Newark custody suite is fully digitalised. Remand files are still sent via paper due to process issues with the Crown Prosecution Service; capacity is lacking for dealing with these pre court, so whilst the files are digitalised ready for upgrade, hard copies are also sent. Crown Court upgrades are in process- current progress is that all Early Guilty plea files are sent electronically. There is still a lot of manual input from the Police side in terms of delivering electronic	G

	files, but the main focus of work is now Crime and Justice working to ensure electronic capture.	
Partner Activities		
PCP P2.5 Improve the effectiveness and support of victims and witnesses going through the Criminal Justice System.	<p>Following process mapping of support services for Domestic Violence, undertaken dedicated focus groups about why survivors do not engage with services with an action plan in development. There has also been. The outcomes of focus groups have been helped to review policies and practices of Police and CPS – with an action plan in development.</p> <p>Currently there is monitoring of the impact of implementation of "the greatest need" support for Victims with view to highlight gaps and support commissioning process of PCC. CJ processes are being regionalised. Work is beginning to develop a "victim and witness impact tool" to assess effectiveness and influence planned changes. Secured more slots for SDVCs following HMCT's decision to hold fewer sessions. Work to be progressed through the development of the Victim's Strategy. This will be supported by Partnership activities and will involve a strategic assessment of need. Also redesigning the service. Year-to-date figures to July 2013 show that the current effective trial rate is 43.5% for the Magistrates Court, and 42.6% for the Crown Court, meaning that neither court is achieving the target 50% effective trial rate.</p>	A
PCP P2.6 Ensure that all agencies deal fairly with offenders from all backgrounds.	Work to be progressed through the development of the Victim's Strategy. This will be supported by Partnership activities and will involve a strategic assessment of need. Also redesigning the service. There is national work in development that may reinvigorate a cross agency approach. In Nottinghamshire the focus has been on the 'front end' and with the police in their attempts to improve practice and accountability for stop and search.	A
PCP P2.7 Promote and align community payback with local neighbourhood priorities to improve the local environment.	Nottinghamshire Probation Service manages a very successful community payback scheme, which is directly benefiting local communities and their environment. The Commissioner will be in discussion with Nottinghamshire Probation Service for Quarter 4 to take the action forward.	A
PCP P2.8 Develop opportunities to involve victims of anti-social behaviour and crime in neighbourhood justice.	The Nottinghamshire Police and Crime Commissioner has set up the Community Safety Partnership Fund specifically to assist small local groups to reduce crime and antisocial behaviour and protect and support victims of crime at neighbourhood level. There is work progressing through the Youth Offending Teams.	A
PCP P2.9 Providing public information on the sentencing and names of offenders.	The Force follows the Publishing Sentencing Outcomes Guidance and publishes public information on offenders on the Force Internet and the Force Intranet.	A

Theme: Priority 3 Focus on those local areas that are most affected by crime and antisocial behaviour	What we have been doing	Status (RAG)
Commissioners' Activities		
PCP C3.1 Combat crime and create safe public open spaces, such as the Forest Recreation in the City.	Agreed to fund £150k capital contribution to the development of the Forest Recreation.	A
PCP C3.2 Explore the benefits and evidence for creating safer school routes.	The Commissioner and Deputy Commissioner have been working with Nottingham Citizens to develop Safer School Route, which has been progressing with the Force and the introduction of tagging of routes and incidents to report alerts to Schools.	A
PCP C 3.3 Improve public transport safety and introduce with partners a safer Cab Scheme.	There has been an outline business case produced for the CCTV Scheme, which has been discussed and agreed with the Commissioner and Nottingham City Council with an anticipated start date for January 2014.	A
PCP C3.4 Continue to support partnership working on high impact neighbourhoods across the City and partnership priority areas across the County.	The Commissioner has maintained the same level of funding of £3m to local partnerships to provide community safety and victims' services. Funding has been made available by the Commissioner to the SNB of over £400k. To support work in the Nottinghamshire's Priority Plus areas there has also been a Force led review into the impact of priority plus on local neighbourhoods, which will be presented to the next SNB.	A
PCP C3.5 Work with partners to protect local natural environments from issues of trespass and damage and reduce rural crime of theft and improve cross border working.	This work is in its infancy, but there is commissioned focus on rural crime and the impact, with a report going to the Strategic Resources and Performance meeting on the Development of the Commissioners Social Responsibility Strategy which will in clue priorities for rural crime as part of the developing Action Plan which will be published by April 2014. Last year the Force hosted a Rural Crime Conference at Newark Showground. At this event the work of the Special Constabulary was introduced to encourage applications from rural communities. This will be peat this November. Officers with a stated desire to work in rural and isolated communities will be placed with the beat teams for these areas.	A
Force Activities		
PCP F3.6 Zero tolerance to violence.	Violence Strategy in place and Violence Gold Group in action. Peer review conducted by Merseyside Police. Plans in place through Violence Gold Group to address all areas of Violence, looking at Prevention, Intelligence, Enforcement, Investigation. SNB: To focus on DV medium risk, community engagement, ASB, violence and theft (Worksop SE, NW & S). To focus on violence, DV, ASB, substance misuse public awareness, and youth diversion (Carr Bank, Woodlands, Sutton E, Kirkby East, Hucknall Central, Hucknall East, Sutton Central). To focus on DV medium risk, community engagement, ASB, violence and theft (Castle, Magnus).	G
PCP F3.7 Work with partners to achieve a safe and secure night time economy for the City and other towns.	Night Time Economy related violence has decreased across Nottinghamshire. Work is undertaken with Community Safety Partnerships, the Nottingham City Crime and Drugs Partnership and Community Protection to achieve this. Achieving a safe and secure night time economy is a key strand and activity in the Alcohol Strategy and Action Plan. There are Community Safety Partnership projects that contribute to	G

	improving safety which include Street Pastors.	
PCP F3.8 Work with social landlords, private landlords and other partners in combating anti-social behaviour.	Work is ongoing through CSP Performance groups and Locality boards working with Social Landlords, Student Landlords and Private landlords to combat crime and ASB. There has been a 'Tackling our Crime Priorities' workshop, focusing on reinvigorating Neighbourhood Watch, security, expanding the IOM remit and working in partnership with private social landlords. Two partnership Gold Groups have been set up to look at Burglary and Violence.	G
PCP F3.9 Reduce crime by designing out opportunities in residential, business and commercial developments.	Force have architectural liaison in place at Pre-Crime Unit, available for tasking through Divisional OPRs and CJ OPR. SNB: To focus on community regeneration (Netherfield and Colwick). To focus on retail crime and substance misuse (Eastwood South).	G
PCP F3.10 Improve the continuity of police officers to achieve sustainable workforce planning for neighbourhood policing and other specialist policing services.	This area of work is undertaken through the People Programme run through the Human Resources department and managed through the Operational Support project board.	A

Theme: Priority 4 Reduce the impact of drugs and alcohol on levels of crime and antisocial behaviour	What we have been doing	Status (RAG)
Commissioners' Activities		
PCP C4.1 Better alignment of partnership budgets to reduce alcohol and drug misuse.	The Commissioner has been jointly commissioning substance misuse services with Nottinghamshire County Council. To date this work involves consultation and redesigning substance misuse services. It is likely that the service will be retendered next year. There are various projects being supported through the Community Safety Partnerships which includes Probation to commission and deliver projects to target identified 18-25 year olds, linking work to the Transforming Rehabilitation agenda. There has been a commitment to providing advice and support to vulnerable people and Hetty's Criminal Justice Family Interventions has received £25k to deliver preventative family intervention workshops focused on the impact of prisoners' drug and alcohol use on family members.	A
PCP C4.2 Work to ensure that alcohol is a strategic and resource priority for all partners.	There has been the Alcohol Conference, and the launch of the Strategy and Action Plan with ongoing negotiations and discussions with partners to deliver the plan by January 2014.	A
PCP C4.3 Work with local authorities to create safer night time economy.	Night Time Economy is a key strand within the Alcohol Strategy and Action Plan. Nottingham City Council are currently consulting on the introduction of a Night Time Levy - which the Commissioner is supporting through a joint bid from the City and the County for Local Alcohol Action Areas.	A
Force Activities		
PCP F4.5 Continue to provide drug testing, assessment and wrap around support for drug misusing offenders.	Drugs Tactical Group in Operation. New drug testing policy in force has improved positive test rates. Cannabis dismantling team and Expert Witness team now in place. Integrated Offender Management programme continues.	G
Partner Activities		
PCP P4.6 Improve drug and alcohol treatment and assessment in custody, prisons and the community.	<p>The CDP now has responsibility for the commissioning of substance misuse treatment services in HMP Nottingham. A new service to be delivered for both drugs and alcohol and by Nottinghamshire Healthcare Trust is now in due for implementation in the prison.</p> <p>The CDP is undertaking a review of the Criminal Justice System drug treatment provision. With the changes underway in Probation, recommendations for a new system will be brought forward in 2014 for implementation in that year.</p> <p>The CDP is currently undertaking a review of adult alcohol treatment provision in Nottingham having been given responsibility for alcohol commissioning from April 2013. Recommendations for future commissioning will be brought forwards in 2014.</p> <p>The CDP is currently undertaking a review of young people's drug and alcohol treatment provision in the city. Recommendations for future commissioning will be brought forward in 2014.</p>	A

	The above reviews all rely on robust analytical evidence, national guidance and local needs assessments to ensure improvements in treatment provision are delivered for Nottingham's citizens.	
PCP P4.7 Increase the use of Civil and Criminal Enforcement remedies to manage the impact of excessive drinking.	CDP: Community Protection pro-actively enforce the city's DPPOs and are working on considerations to expand the approach to the whole city. The Alcohol Diversion Scheme continues to run allowing for a legally directed treatment intervention for less serious offending.	A
PCP P4.8 Develop interventions to prevent and tackle 'legal highs' to address the impact on violent crime.	CDP: This work is now underway led by partners via the CDP to address new psychoactive substances (NPS) or 'legal highs'. The approach will include the updating and dissemination of harm reduction materials, ensuring that treatment systems are in place to accommodate need as well as the removal of NPS from Nottingham's shops by Community Protection Trading Standards.	A
PCP P4.9 Ensure the robust enforcement of licensing conditions of pubs and clubs causing the most concerns.	CDP: The City's Licensing Group chaired by a Nottinghamshire Police/Community Protection Inspector continues to ensure the proactive management of on-licensed premises through the close working of the responsible authorities.	A
PCP P4.10 Consider and explore the benefits of family drug and alcohol courts.	The benefits of family drug and alcohol courts will be explored as part of the implementation of the Alcohol Strategy and Action Plan.	A

Theme: Priority 5 Reduce the threat from organised crime	What we have been doing	Status (RAG)
Commissioners' Activities		
PCP C5.1 Work in partnership to manage the national threat assessment and meet the Strategic Policing Requirement (cyber crime, terrorism, public order, and civil emergencies).	The Commissioner and Chief Constable review the capability and capacity to deliver the Strategic Policing Requirement. In terms of criminal intent and capability, the current threat from Serious, Organised Crime in Nottinghamshire can be described as significant and consistent but with evidence of successful disruption within the last 6 month period as a result of various Nottinghamshire Police and EMSOU operations. The strategic tasking and co-ordination group (STCG) has agreed a Force Control Strategy to meet the requirements as set out by the Strategic Policing Requirements. This document sets out the five threats in the SPR and defines actions and resources delivered / in delivery / and to be delivered in relation to capacity, contribution, capability, consistency, and connectivity. There is also HMIC Thematic Inspection of the Requirement which will be reported by April 2014. Any recommendations arising from the SPR inspection will be monitored through the Joint Audit and Scrutiny Panel.	A
PCP C5.2 Encourage greater regional collaboration between Forces for crime, criminal justice and operational support.	The Regional PCCs have commissioned an Inspection by HMIC on Collaboration. This will be reported to the PCC Regional Board, with an opportunity to seek agreement on the future direction and focus on collaboration. The Regional PCCs have identified a further £2.4m savings opportunity through agreeing in principle to bring further savings around operational support, special operations and resources.	A
PCP C5.3 Support the Ending Gang Partnership programme and enhance community involvement.	The Commissioner has made available funding to Nottingham CDP for the Ending Gang Programme. There is work commencing on the National Serious and Organised Crime Strategy and local implementation which will cover support for gangs and support local communities.	A

<p>PCP C5.4 Promote activities to build active communities to improve relationships and community cohesion.</p>	<p>The Commissioner opened the first Bingham Safety Fair, which brought together a multitude of crime reduction organisations to provide free advice and information to the public.</p> <p>Community Grant funding has been commissioned and approved by the Commissioner with a focus on improving community relationships and cohesion. This includes - Youth Issues: Diversionary activity at Roch House, flats for homeless young offenders. Positive Future – Bassetlaw / Ashfield: Diversionary and educational training for young people.</p>	<p>G</p>
<p>Force Activities</p>		
<p>PCP F5.5 Co-operate and share information across force boundaries to manage risks and threats.</p>	<p>Links provided through Force Intelligence capability, now centrally managed, linking in with EMSOU and regional collaborations. There has been a Strategic Policing Requirement HMIC Inspection, with the final report published for April 2014. The Chairs of Strategic Partnership Meeting has discussed and supports an Information Sharing Protocol.</p>	<p>G</p>
<p>PCP F5.6 Pursue criminals through the courts to confiscate and seize assets to ensure no one profits from crime.</p>	<p>So far this year the Force has recorded a total order value of £422,127.80 (last year; £441,056.88) which equates to an average order value of £5,343.39, an decrease of 1.9% compared to the average order value recorded during the same period of last year</p>	<p>A</p>
<p>PCP F5.7 Ensure neighbourhoods are free from organised crime.</p>	<p>The year-to-date THR level is slightly reduced when compared to that recorded at the end of last year. The Force has launched mandatory training for police officers on OCGs and their impact on communities.</p>	<p>G</p>
<p>PCP F5.8 Proactively investigate and manage individuals involved in the sexual exploitation of women and children.</p>	<p>Centralised PPU units now in place within the Force with responsibility for this objective.</p>	<p>G</p>
<p>PCP F5.9 Deter and prevent the use of the roads by criminals through ANPR.</p>	<p>The Force has invested in 56 additional ANPR cameras positioned around the County division in addition to the 30 camera network already established around the City division. This camera network now covers all of Nottinghamshire's strategic roads and road network. All Operational Support vehicles have been equipped with new 3G mobile ANPR cameras. In addition to the camera network covering the county a Real Time Intelligence unit is being created, based in contact management, which will enable a rapid response to activations from the ANPR network. Nottinghamshire has a robust, comprehensive and well serviced ANPR network. HMIC have programmed an Inspection.</p>	<p>A</p>
<p>PCP F5.10 Promote road safety and reduce the number of people who are seriously injured or killed on the roads.</p>	<p>The Nottinghamshire Road Safety Assessment will be presented at the next SNB meeting. Although there are reductions in the total number of KSI's, further work is required around the fatal four road safety areas which includes speeding, drinking and driving, not wearing seatbelts and using a mobile phone while driving. Quarter 1 and 2 figures reveal that between January and June 2013, the Force recorded a 23.5% reduction in KSIs when compared to the same period of 2012. Operations Drosometer and Fatal 4 Operations have been run across the whole year to date.</p>	<p>G</p>

Theme: Priority 6 Prevention, early intervention and reduction in reoffending	What we have been doing	Status (RAG)
Commissioners' Activities		
PCP C6.1 Work in partnership to address the mental health needs of offenders and the impact of substance misuse and alcohol.	There has been a HMIC review of Custody which has raised the profile of mental health needs of offenders. The Commissioner has been working with partners and key stakeholders to look at mental health of offenders, identifying key links to the Alcohol Strategy. The Commissioner has been supporting the introduction of the Force's Triage pilot in the City with Mental Health nurses going on patrol. There are plans underway to host a summit on Mental Health in the New year.	A
PCP C6.2 Provide positive activities for young people at most risk of getting involved in offending and anti-social behaviour.	The last Reducing Re-offending Board confirmed that there will be 3 work streams which will focus on IOM, Domestic Violence and High Risk and young adults. There have been dedicated grants identified to support young people, with examples including Catch 22 and Positive Futures. Various projects are being managed through the Community Safety Partnerships.	A
Force Activities		
PCP F6.3 Reduce re-offending and deter the number of persistent and problematic offenders through robust offender management (statutory and non-statutory), in addition to proactively managing dangerous offenders, perpetrators of domestic abuse and individuals involved in shoplifting.	Integrated Offender Management Programme well established and now including IOM ST for shoplifting offenders. DPMU and DASU centrally managed through PPU. The Integrated Offender Management (IOM) Scheme has had a minor refresh, will work being conducted around new populations with the focus on prolific offender management. There is work progressing through the SNB to establish with the DWP if benefit claims can be made prior to release from prison.	G
Partner Activities		
PCP P6.4 Actively manage through MAPPAs dangerous sex and violent offenders to reduce the threat to communities.	Work progressing to reduce the threat to communities through the active management of the dangerous sex and violent offenders, with violence being prioritised through the partnerships and the Force's Gold Group.	A
PCP P6.5 Expand the use of restorative justice by partners and roll out the new conditional Youth Cautions Scheme.	Work progressing on the development of the Restorative Justice Strategy, there is also the commissioned work on mapping, and there will be training to ensure consistent standards applied when rolling out.	A
PCP P6.6 Intervene early and provide support to complex and priority troubled families.	There is ongoing monitoring and focus on initiatives supporting troubled families, which includes help to improve youth crime and work to encourage people back into work. There is ongoing work with troubled families, which will be developed further, through the Chairs of the Strategic Partnerships meeting, with a focus on developing information sharing.	A
PCP P6.7 Save resources through co-location and shared services such as; AURORA, Targeted Youth Support, MASH, Local anti-social behaviour and Offender Management Teams.	In terms of performance the local and national re-offending figures are good with a reduction of 26%. The new youth conditional caution is making a real difference, the IOM work is successful and violence is down by 20%. SNB: Re-offending - Provision of monitoring and information to the Multi-agency Intelligence Team (MAIT),	A

	<p>Young Adult Offenders project, a Probation representative on MASH, and support to the work streams of young adults and high risk.</p> <p>Drug intervention Programme - Support towards the Criminal Intervention Teams in Nottinghamshire, and development of Crown House as project base.</p> <p>Youth Justice Grant - diversionary activities aimed at youth offending in partnership plus areas.</p>	
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Theme: Priority 7 Spending your money wisely	What we have been doing	Status (RAG)
Commissioners' Activities		
PCP C7.1 Create a partnership fund and provide resources to local communities to help resolve local problems and concerns.	The Commissioner has achieved this through the development of the Grants. The Community Safety Partnership Fund provides small grants of £25,000 or less to voluntary and community groups for projects which assist in reducing crime and protecting victims, witnesses and vulnerable people. There were 89 applications received at the end of May, requesting £1.4m. Following appraisal, 28 projects were approved to a value of £351,50.90. There is a diverse range of projects working in the following areas: Crimestoppers, Domestic violence, Drugs and alcohol, Hate crime, Neighbourhood Watch, Reducing re-offending, Restorative justice and Victims.	G
PCP C7.2 Build resource allocation for policing from zero based budgets to improve value for money.	The Commissioner commissioned a Base Budget Review conducted by Deloitte which has reported back on the Force budget and alignment with the Commissioner's priorities, comparison costs of Corporate Services and potential opportunities for new ways of working to help transform service delivery and reduce costs. The 5 PCCs across the East Midlands have commissioned HMIC to review the arrangements for collaboration between the five East Midlands police forces, with the report being published on the Commissioners web page on 11 November 2013.	A
PCP C7.3 Achieve greater financial savings from regional collaboration	The Commissioner in consultation with the Regional PCCs has identified further £2.4m opportunities for savings. The Regional PCC's have commissioned a HMIC review of the Collaboration, with the Commissioner representing Nottinghamshire on the Regional Efficiency Board.	A
PCP C7.4 Review the policing estate and custody arrangements in Worksop and the north of the county.	There has been a review of the Estates Strategy in the North of the County, this included an options appraisal to review the viability of reopening Worksop Custody, with a review and recommendations for 'Street to Suite'. The Estate has also been reviewed as part of the Base Budget Review conducted by Deloitte.	A
PCP C7.5 Build sustainability into policing and reduce the carbon footprint and improve energy management.	The Commissioner has led the Force to be the first Police Force in England and Wales to become a 'Living Wage Employer'. There is a Commissioner's Report going to the Strategic Resources and Performance Meeting on the 20 November which outlines the Development of a Social Responsibility Strategy. There is a Working Group set up to develop the Strategy and the NOPCC is representing the Commissioner for developing the Governments Framework for Action on Corporate Responsibility through the Department for Business, Innovation and Skills. The Strategy will be developed for April 2014.	A

<p>PCP C7.6 Recruit more volunteers, including cadets, Parish Constables, Specials, Neighbourhood Watch and 'Mystery Shoppers' to support of the work of the Commissioner.</p>	<p>Nottinghamshire Police has had a successful and ambition recruitment scheme for Cadets into the Force, and there is ongoing work to recruit more volunteers and Specials. The Commissioner has recruited x15 new volunteers who will be trained throughout December to go live in January 2014 focusing on public contact and engagement with Nottinghamshire Police. There are preliminary discussions underway to develop the concept of Parish Councils.</p>	<p>A</p>
<p>Force Activities</p>		
<p>PCP F7.7 Invest in police leadership and the development of sergeants and inspectors.</p>	<p>Support and development for 52 Officers in a 6-month period of Work Based Assessment for promotion to Inspector and Chief Inspector ranks, A mission-critical initiative for HR during 2013/14 to support first and second line managers with challenging conversations and to raise awareness about people management policy areas: discipline, grievance, dispute resolution, performance management and attendance management.</p>	<p>G</p>
<p>PCP F7.8 Improve the recruitment, retention and progression of for BME and other officers and staff to reflect the local community.</p>	<p>Positive action plans for recruitment, retention and progression are in place and monitored through the Strategic EDHR Board chaired by the Chief Constable.</p>	<p>A</p>
<p>PCP F7.9 Improve attendance by reducing sickness and stress related absence of police officers and police staff.</p>	<p>New Attendance Management policy in place, and compliance being monitored through Senior Management team meetings across the departments.</p>	<p>G</p>
<p>PCP F7.10 Redesign the Police workforce and expand the use of civilian investigators.</p>	<p>Civilian Investigators work stream reporting through the Operational Board- current recruitment activity undertaken with training to commence late October. Up to 35 Civilian investigators being recruited. Level 1 cohort first tranche goes live at the end of November. The wider workforce modernisation programme of activity is under review through the Transformation Board.</p>	<p>A</p>