

APPENDIX A

POLICE AND CRIME PLAN (2014-18)

COMMISSIONER'S PLEDGES AND STRATEGIC THEMES UPDATE

6 MONTH UPDATE (Apr to Sept 2014)

NB: For more detailed information please refer to previous reports¹

STATUS KEY and Results:

Green	Achieved or Adequate Progress being Made
Number & %	78 (90.7%)

Amber	Started but Inadequate Progress or Risk that it won't be achieved
Number & %	8 (9.3%)

Red	Not Started or likely that it won't be achieved
Number & %	0 (0%)

A Total of 86 Actions

¹ <http://www.nottinghamshire.gov.uk/dms/Meetings/tabid/70/ctl/ViewMeetingPublic/mid/397/Meeting/3257/Committee/504/SelectedTab/Documents/Default.aspx>

Ref	COMMISSIONER'S PLEDGES	STATUS (RAG)
PL1-C01	Campaign against Government funding cuts to Nottinghamshire's Police and Crime Budget	
	<ul style="list-style-type: none"> The whole of Government and Governmental departments are having to reduce the service provided and find other ways of working (e.g. through shared working practices). Policing has not been exempted from this. However, we are not starting from a level playing ground. Notts was already losing out because the funding formula had not been fully implemented. The Commissioner has challenged this. A review of the current funding formula is in process and both the Commissioner and the CFO are part of the national working groups in relation to this. In the meantime, all possibilities to change the way we work and reduce costs are being considered and actioned. 	G
PL2-F01	Improve Community Policing across Nottinghamshire by taking on 150 extra Police Officers and 100 Police Community Support Officers (PCSOs)	
	<ul style="list-style-type: none"> After a period of sustained recruitment activity 150 Officers were recruited by February 2014. Following focused recruitment, 87 new PCSOs were hired. As of September 2014, there is a pool of individuals currently in the selection process, so the Force is confident it can achieve the 100 target without the need to advertise again. 	G
PL3-F02	Work in partnership to reduce anti-social behaviour by 50%	
	<ul style="list-style-type: none"> The Force is continuing to show an increase in ASB with a significant long-term upward trend. However, the trend is slowing, suggesting that new advice to callers regarding noise-related complaints may be having an effect. As of August 2014, ASB was +8.6% in terms of year to date. However, ASB fell in 2011-12 by 34.6% and in 2012-13 by 6.5% so the current position is a -30.2% reduction. A further 19.8% reduction is required over the next 18 months. 	A
PL4-C02	Give extra priority and resources to domestic violence and crimes against girls and women	
	<ul style="list-style-type: none"> The Commissioner has prioritised this area. He has funded a new medium risk service as well as new teen support and McKenzies Friend services. He has also secured additional MoJ funding to support delivery of healthy relationship programmes to female survivors of all ages and to pilot group therapeutic work. There has been progress since the HMIC Thematic: Everyone's business: Improving the police response to domestic abuse, and HMIC: Nottinghamshire Police's approach tackling domestic abuse - both identifying recommendations for 	G

	improved services to victims of domestic abuse. The Academic Research fo Repeat Victims of Medium Risk Domestic Abuse - the literature review is almost complete, work on developing impact measures and streamlining data collation has taken place, the first wave of key worker interviews is underway, and there is recruitment of the service user interviews underway. The County Wide review has identified 15 recommendations which will be monitored by the Deputy Commissioner.	
PL5-C03	Ensure that victims of crime are treated as people, not cases, and Victim Support is properly funded	
	<ul style="list-style-type: none"> The Commissioner has actively consulted with victims about what future services should look like. As a result of this feedback he is at the time of writing commissioning a victim-centred core support service for victims which will ensure that victims are in control of the support that they receive. He has also provided Victim Support with additional funding during 2014-5 to ensure that their support for victims of anti-social behaviour is city and county wide. 	G
PL6-C04	Be fair, honest and protect taxpayers' money	
	<ul style="list-style-type: none"> All decisions in relation to the use of public money for policing are made public on the Commissioner website. In addition to this the Commissioner has regular meetings throughout the year with stakeholder representatives offering the chance for their views and inputs to be taken into account. The public meetings, community engagement events and walkabouts also provide the Commissioner with the opportunity to listen to the public views. Value for money is at the heart of every decision and this is demonstrated in the VFM opinion given by external audit each year. This will be reported to the Audit & Scrutiny meeting in September. Also, the Commissioner has set a strategic theme 'Spending your money wisely' to ensure increased scrutiny of this pledge and any decisions taken with regard to regional business bases. 	G

Commissioner's Seven Strategic Themes

**STATUS
(RAG)**

1	Protect, support and respond to victims, witnesses and vulnerable people	STATUS (RAG)
T1-C01	C - Complete the County wide review of domestic violence services to provide recommendations to improve services	G
	<ul style="list-style-type: none"> The Review is complete and has been published on the Commissioner's web Site. A joint commissioning process with Nottinghamshire's County Public Health is underway which will take into account the findings of the review, and will also be aligned to the budget cycle. A joint commissioning exercise is also taking place with Nottingham City Partners. 	G
T1-C02	C - Design and commission core and targeted services for victims	G
	<ul style="list-style-type: none"> During 2014 independent research was commissioned to find out what victims, and the people that work with them, think about current services and what future services should look like. The Commissioner published and consulted on a draft Victims' Strategy and delivery model and incorporated the consultation findings into his final Strategy and delivery model for victims' services. A specification for a core victims service has been developed which will support all victims of crime as well as victims of anti-social behaviour, hate crime incidents, and will identity theft and road traffic collisions. The specification has been published as an invitation to tender in OJEU, with the contract awarded in December 2014. Separate specialist services for domestic abuse survivors and victims of sexual violence will be commissioned separately, with partners as far as possible. National support services are commissioned nationally for relatives bereaved by homicide. 	G
T1-C03	C - Improve BME recruitment, training, stop and search experience of policing together with implementing the commissioned research recommendations	A
	<ul style="list-style-type: none"> Following the commissioned research and report of July 2013, a BME Steering Group has been established to oversee the implementation of the recommendations being taken forward by the Working Group. Significant changes have been made in relation to stop and search procedures and governance. A database has been developed which affords greater scrutiny for supervisors and managers. Extensive work has also been undertaken to increase BME representation resulting in a significant increase in BME Police officer recruitment i.e. from 4.69% in 2013 to 15.62% in 2014. 	A

T1-C04	C – Improve support for young victims of crime, safeguarding children and vulnerable adults	
	<ul style="list-style-type: none"> The Commissioner has grant funded a number of voluntary sector led projects to improve support for young victims of crime. These include funding a city and county wide service to support teenage survivors of domestic abuse, counselling support for young victims of sexual violence, and group work with vulnerable young women. He has also funded an initiative to help professionals working with children to identify child sexual exploitation and a project to provide very vulnerable victims with intensive support. Young people were actively involved in the victims' consultation mentioned above and helped to shape the future of victims' services. 	G
T1-C05	C – Work in partnership to ensure vulnerable people are dealt with more appropriately under Section 136 of the Mental Health Act 2007	
	<ul style="list-style-type: none"> The Mental Health Crisis Concordat Conference was held on the 25 September 2014 in collaboration with the Clinical Commissioning Group(s) (CCGs). A key priority area was to address the use of Section 136 of the Mental Health Act 1983. An Action Plan is due to follow and will be put together over the next quarter, including the actions to reduce the use of Section 136. 	G
T1-C06	C- The Force and Partners should place a greater focus on identifying and understanding new and emerging communities (e.g. Sherwood and Hyson Green) and change its data recording systems to facilitate analysis of both victims and offenders by including 'Country of birth'. This will assist in identifying white Europeans from Eastern Europe.	
	<ul style="list-style-type: none"> The Commissioner has led a 'European Migration Seminar: New and Emerging Communities. This seminar provided an opportunity to discuss those issues that stakeholders and partners understand as the challenges in the way we currently deliver services and help identify ways to improve policies and operational changes. This is of crucial importance if we are to make the best use of limited financial resources. The Commissioner will be chairing a new Multi-agency group to draw together key activities which will further support our understanding of new and emerging communities, this will be further supported by bespoke academic research. Currently the Force is unable to identify offenders or victims from East European Countries. 	A

T1-C07	<p>C - The Commissioning Officer for the Commissioner should ensure that the findings of the former Police Authority's scrutiny into Domestic Abuse are considered and addressed as part of the new commissioned services for victims and witnesses.</p>	
	<ul style="list-style-type: none"> The findings were considered and incorporated into the County Domestic Violence Review. This was published in April and discussed at a widely attended domestic violence conference hosted by the Commissioner in May 2014. 	G
T1-F01	<p>F - Ensure that the diverse needs of detainees are met and risks in custody are managed appropriately</p>	
	<ul style="list-style-type: none"> Custody continues to support and address the diverse needs of detainees. Translations are now provided for all critical interventions made by custody staff, during the detention of a Non-English speaking detainee. <p>Foreign National / Non-English Speaking Detainees:</p> <ul style="list-style-type: none"> Responding to, and leading the regional solution for, the introduction of amendments to Code C & H². Translations are now provided for all critical interventions made by custody staff, during the detention of a Non-English speaking detainee. <p>Mental Health:</p> <ul style="list-style-type: none"> See also Action T1-C05 above. Custody have welcomed the co-location of the 'Street Triage team' and are working towards a more introspective use of their talents – during periods of non-commitment / attendance as directed via the Control Room. It is hoped that the 'Triage team' can expedite / facilitate the assessment and movement of detainees suffering with mental health issues that arrive in custody; complimenting their role of diversion from custody. The Commissioner set a new target in his revised Police and Crime Plan (2014-18) to reduce the number of non-crime related mental health patients detained in custody suites compared to 2013-14. Recent analysis shows a 23% reduction (April to August 2014) compared to the same period last year. 	G

² <http://eur-lex.europa.eu/LexUriServ/LexUriServ.do?uri=OJ:L:2012:142:0001:0010:en:PDF>

T1-F02	F - Focus on understanding and responding to the individual needs of victims and witnesses, in line with the Code of Practice for victims of crime	
	<ul style="list-style-type: none"> • Criminal Justice have the responsibility for delivering VCOP via the Witness Care Unit, the Force are compliant with almost all factors of the VCOP. A Chief Inspector is currently completing a gap analysis on Force delivery against the VCOP on behalf of the Commissioner and in preparation for the HMIC Inspection in October 2014. 	G
T1-F03	F - Improve road safety and protect the most vulnerable road users	
	<ul style="list-style-type: none"> • Performance in the first quarter of 2014 is showing a positive trend and direction of travel. Definitive Q1 figures show an overall reduction in KSI's of 10.5% and a reduction in KSI RTC's of 12.4%. This is despite an increase in the number of fatal accidents and casualties. Q1 figures are usually influenced by the weather but 2014 didn't see the severe winter weather which suppresses serious RTC's – that makes the overall reduction in Q1 2014 even more heartening and reflects a genuine reduction. • The biggest reductions came in the pedal cyclist category – 42% and amongst car drivers – 21% but there were increases in motor cycling KSI's + 43% and amongst pedal cyclist minor injury casualties +65%. This proves that the mild winter of 2014 saw vulnerable road user group out on the roads in strength. • Nottinghamshire is currently ranked in 6th position (out of 8 Forces) in its MSG, and is performing in line with the group average in terms of casualties per 100M vehicle KMs. • Nottinghamshire undertook Operation Drosometer 3 in April/May 2014 which saw over 7000 drivers caught for seat belt offences and mobile phone use. Throughout the summer months activity is being focussed in the County where targeted fatal 4 operations are taking place. • Q2 2014 indicative figures suggest that although the number of fatalities has diminished and returned to normal levels the overall KSI reduction figure has weakened. Provisional figures indicate that the H1 KSI figure has reduced to -4% compared to the same period in 2013. It must be borne in mind that in April and May 2014 all FCR staff received training on how to correctly categorize the grade of RTC according to the severity of the injury and it is possible that this deterioration reflects better recording. Until the definitive Q2 figures come out we won't be able to test this theory. <p>It will remain challenging for the remainder of 2014 to preserve the 20.2% reduction seen in 2013.</p>	G

T1-F04	F - Prioritise the early identification, protection, support and response to those who are most vulnerable to crime, abuse, exploitation and repeat victimisation	
	<ul style="list-style-type: none"> • Policies are in place to identify vulnerable and repeat victims. For example, victims of ASB are assessed under the HMIC matrix through five questions: (1) Has this happened before? Details; (2) Have you ever reported this to anyone else? Details; (3) Do you feel targeted? Details; (4) Would you consider you or anyone in your household to be disabled or suffering from a long-term illness? Details; (5) Is this personally affecting you, or anyone you are reporting this incident on behalf of? Details. • If the victim is considered vulnerable / repeat they are assigned a principle ASB number (crime reference), which then can be used to identify the individual if there are any follow up reports. Victims of Hate Crime are risk assessed at the point of contact to ascertain any vulnerability or repeat factors. All Sexual Abuse, Domestic Abuse victims are considered vulnerable from the point of contact and where verified receive a risk assessment. A policy is now in place to identify victims of honour-based crimes. 	G
T1-F05	F - Strive to understand, engage and communicate with all of our communities	
	<ul style="list-style-type: none"> • See T1-01 above regarding Custody and Mental Health • In addition, the Commissioner held an event earlier in the year to consider the issues in relation to new and emerging communities. Delegates at the European Migration Seminar on 31 March 2014 explored whether migration was placing any additional pressures on policing and the wider community. The event was attended by academics, police officers and equality campaigners. The seminar and subsequent research project aimed to identify any issues that existed so that we can improve our reach to newcomers and promote more effective integration. • Issues discussed in the seminar included how migration was affecting relationships between new and longer-term residents within different communities, what lessons had been learnt during the process of managing these changes, and to what extent community-based initiatives were limiting tensions and resolving conflicts within different communities. • Furthermore, a multi-agency event was held in Nottingham on 25th September to identify how services and support can be improved for people experiencing mental health distress. The Crisis Concordat meeting, brought together experts from a range of agencies including policing, health, third sector organisations and social care to examine the response to people facing mental health crisis in Nottingham and Nottinghamshire and how this can be improved. • The Commissioner has prioritised the welfare and safety of those suffering a mental health crisis in his Police and Crime Plan. As part of an effort to improve the way police respond to vulnerable people, he has worked with Clinical 	G

	<p>Commissioning Groups to introduce Mental Health Triage Cars in Nottingham. These vehicles are staffed by a police officer and a mental health nurse and will respond to people experiencing a mental health crisis.</p> <ul style="list-style-type: none"> • Further research will be commissioned in the new year to better understand BME experience of Crime and views about victims services. 	
T1-F06	F - The Force should take a more proactive response to tackling repeat victimisation especially DV incidents which should be monitored and reported at every level to identify where high levels of repeat victimisation are taking place.	
	<ul style="list-style-type: none"> • At present a Superintendent leads on a national piece of work arising from the national HMIC findings into Domestic Abuse (DA). Once that produces a national definition of serial perpetrators and repeat victims the Force will be working locally to identify how officers can identify those, how the Force can then manage this type of offender (already an officer is attached to Probation to review ways of working with them). The Force has visited other Forces to review their ways of working. The Force has recently produced a bespoke DA problem profile identifying repeat victims and serial perpetrators which has also been shared with Divisional teams in order that this can be monitored at a local level too. The DtF work is looking at a way of working for PP which will mean PP dealing with all DA offences and victims; this is being worked through presently. 	G
T1-P01	P - Develop an action plan to protect and reduce violence to young women and girls in gangs	
	<ul style="list-style-type: none"> • There has been a report into gang affected females in Nottingham: An evaluation of coercion, consent and potential harm. This report highlights the project that has aimed to: <ul style="list-style-type: none"> ○ Establish current local provisions existing in Nottingham for gang affected females and to also identify any gaps in services ○ Develop a risk matrix and risk management strategies for gang affected girls and women ○ Inform future funding initiatives by the Police Crime Commissioner • In parallel, there have been two pilot case conferences/MARACs attended by Nottingham City MARAC representatives. An Information Sharing Agreement (ISA) was set up between Nottinghamshire Police and The Health Shop. Using this ISA, the names of 22 females were provided, each individual potentially at risk from one of the following gangs within Nottingham: organised crime, super groups or urban street gangs. This information was discussed at the pilot Case Conference in order to ascertain current risks and safeguarding concerns. Actions were identified to manage these risks. 	G

	The findings from this case conference have informed the risk identification chart and managing risks sections of this report.	
T1-P02	P - Improve witnesses and victims' experience and participation levels in the Criminal Justice System by removing barriers	
	<ul style="list-style-type: none"> The Deputy Commissioner is chairing a task and finish group under the umbrella of the Local Criminal Justice Board's (LCJB) Victims and Witnesses Board. The Task and Finish Group is scrutinising how well the Code of Practice for Victims of Crime 2013 is being implemented and identifying action that needs to happen to ensure that the Code is fully implemented in future. Once fully implemented, the Code will improve the efficiency, accessibility and effectiveness of the criminal justice process. There will be further research conducted through the victims' services transition programme to ensure gain further insight into experiences and expectations into BME and other equality groups. 	G
T1-P03	P - Promote and develop opportunities for local communities, individuals and businesses to work together to reduce crime through developing a Business Crime Strategy	
	<ul style="list-style-type: none"> The Commissioner is the national Police Commissioner lead for Business Crime and has attended national and local events to advance tackling this issue. For example, the Commissioner held a Retail Crime event on Monday (June 16) in Nottingham which included presentations from a range of keynote speakers focusing on the impact of prolific shoplifting on the County. Policing experts, retailers and criminal justice specialists came together for the Retail Crime Event to analyse current shoplifting data and identify joint-working opportunities to tackle the County's most frequent shoplifters and help rehabilitate them. Attendees discussed the findings of a major research project conducted by criminology expert Professor Simon Holdaway, who is based at Nottingham Trent University, which looked at unprecedented detail at prolific shoplifting in Nottinghamshire. Analysing a period between July 2012 and July 2013, Professor Holdaway's research examined the criminal activities of a select group of prolific offenders to learn lessons about offending motivators and the effectiveness of police and courts intervention. In addition, the Commissioner has provided part funding (£10k) to Partnerships Against Business Crime In Nottinghamshire (PABCIN) to co-ordinate the work of business crime reduction partnerships in Nottinghamshire. PABCIN enables Business Crime Partnerships to share best practice, provide a support network and communicate intelligence about offenders who move around the county. PABCIN is an innovative concept in the world of business crime and is at 	G

	<p>the forefront of the fight against crime and disorder affecting business in Nottinghamshire across the 24 hour economies of our town and city centres.</p> <ul style="list-style-type: none"> • Local Partnerships are managed and independently run by Management Boards, supported by Steering Groups with the day to day management by Business Crime Managers or Co-ordinators. A support network for the local managers enables them to successfully manage their members' data. • A County wide Retail Crime Group meets regularly and has an action plan to tackle retail crime. • The Commissioner has also funded a pilot scheme to assess whether GPS electronic tags (10) can be used effectively to control the behaviour of persistent shoplifting offenders using the technology to alert key stakeholders that an offender barred from a store has entered the outer zone (e.g. shopping centre) and breached the inner zone (shop which they are barred from entering). The alerts will assist key stakeholders in taking remedial action to prevent an offender committing an offence as opposed to detecting an offence. He has written to the Lord Chancellor and Secretary of State for Justice asking for support and changes to the legislation to support this innovative approach. 	
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2	Improve the efficiency, accessibility and effectiveness of the criminal justice process	
T2-C01	C - Implementing Restorative Justice Strategy and Action Plan, covering training gaps in Criminal Justice and other issues	
	<ul style="list-style-type: none"> • Independent consultants were appointed in 2013/14 to develop an RJ Strategy, including making recommendations with regard to staff training etc. This work has been overseen by a multi agency steering group and final consultancy report was sent to the Commissioner at the end of August 2014. This project is on track for completion with timescales. The new RJ service will provide victim offender conferencing, promote better understanding of RJ and delivering training to practices it will improve the quality and RJ practice. 	G
T2-C02	C - Seamless support for victims and witnesses going through the Criminal Justice System	
	<ul style="list-style-type: none"> • The Deputy Commissioner is chairing a task and finish group under the umbrella of the Local Criminal Justice Board's (LCJB) Victims and Witnesses Board. The Task and Finish Group is scrutinising how well the Code of Practice for Victims of Crime 2013 is being implemented and identifying action that needs to happen to ensure that the Code is fully implemented in future. Once fully implemented, the Code will improve the efficiency, accessibility and effectiveness of the 	G

	criminal justice process.	
T2-F01	F - Continually review and improve the response to and investigation of reports of crime and disorder	
	<ul style="list-style-type: none"> • A Police led project ‘Improving Investigations’ will provide Nottinghamshire Police with the infrastructure and workforce to deliver and support the necessary changes to the investigative model, redefining the investigative function in line with the response and Neighbourhood models to ensure quality and consistency. This will include specialist investigations up to but not including EMSOU. This project is led the Detective Chief Superintendent. • The Nottinghamshire Police and Crime Plan 2013 – 2018 sets the strategic vision for improving services across the County. It is Nottinghamshire Police vision to be the best performing Police Force in England and Wales and there are Key criteria’s against which we will be measured. The context to the work will be constrained by smaller budgets but where the Force will provide a better policing service more efficiently. • The project will work with reference to and in line with the ‘Designing the Future Programme’. The project objectives are: <ul style="list-style-type: none"> • Deliver innovative and modern working practices to investigate and reduce crime and the impact of crime • Developing a future demand profile to set context and advise the operating environment • Redefine the investigative function in line with neighbourhood and response • Provide a force wide joined up approach • Design a streamlined workforce plan • Deliver a relevant training programme • Partnership engagement • Establish investigative risk and performance baseline information 	G
T2-F02	F - Identify, develop and implement new and more effective ways of working to improve the quality of experience provided by the criminal justice system	
	<ul style="list-style-type: none"> • The Force has been working on numerous projects and initiatives in support of this objective: • Electronic file transfer to increase efficiency 	G

	<ul style="list-style-type: none"> • Police led prosecutions to increase efficiency and reduce costs plus income to cover any existing costs • Streamlining digital files to reduce poor quality and increase effectiveness at Court • Established an Early guilty plea scheme – Crown Court (CC) is ongoing but Magistrates Court is yet to start. The CC has increased the Guilty Plea rate and reduced inefficiency in the CC. • Also, the local Early guilty plea scheme looks at early disclosure - this is too early to determine results but it should engage defence earlier and therefore raise effectiveness. • Transforming summary Justice and Disclosure review - work in progress official to go live is May 2015 but the Force is starting to work regionally on the solution which should increase effectiveness by having the right preparation time (improves quality), correct brigading of cases to allow the correct resource to be allocated to Court with the correct review time, Police support at Court to reduce adjournments and an earlier input of disclosable material to engage the defence and streamline the case progression through the Courts. Regionalisation of CJ increases efficiencies through streamlining business via a single approach, creates economies of scale and releases savings to aid the front line. • The CRIM Project is currently being implemented with the objective of removing waste in existing processes through the creation of a Contact Resolution Team (CRT), which includes a Telephone Investigation Bureau (TIB) and Assisted Implementation Team (AIT) to determine the nature and necessity of police attendance through the National Decision Model (NDM), giving specific consideration to threat, risk, harm and public interest. Wherever possible incidents will be resolved and investigated at first point of contact. All Control Room staff have now been trained in the use of the National Decision Model. The Contact Resolution Team is being introduced in a phased approach with Group 2 having the first team. 	
T2-F03	F - Publicise, where possible, the outcomes of criminal cases using a range of traditional and new media channels	
	<ul style="list-style-type: none"> • The Force intranet site has recently been redesigned and the front page contains all Good News stories, including the outcomes of criminal cases. The Force internet also reports where possible outcomes, as does the Force Face book and Twitter pages. The Force does not currently publicise the outcomes of criminal cases routinely. 	A
T2-F04	F - Utilise the power to stop and search in a necessary and proportionate manner, sharing data with local communities to demonstrate that the power is being used appropriately	
	<ul style="list-style-type: none"> • There is a dedicated page on the Intranet providing information and advice on using stop search powers proportionately. All stop searches are mapped so that they can be presented to people in their local community. Grounds for search must 	G

	be written in a way that a member of the public would be able to understand. All stop searches should be reviewed by supervisors, and performance information is presented to the VOLT meetings, Divisional Operational Performance Reviews and until targets were achieved was a standing action at Joint Performance Review. Reports have been developed to monitor stop searches at an individual level and Force wide, and it is anticipated that stop searches will soon be included on the Crime Mapper website.	
T2-P01	P - Expose opportunities to involve victims of anti-social behaviour and crime in neighbourhood justice	
	<ul style="list-style-type: none"> • There has been progress made in the County Wide Anti-Social Behaviour Transition Board to identify resolutions for community triggers and community resolution. There has been a rollout of training provided to key stakeholders and further mapping of case studies to provide information for stakeholders to understand what positive measures are in place by agencies. 	G

3	Focus on priority crime types and those local areas that are most affected by crime and anti-social behaviour	
T3-C01	C - Continue to support partnership working on high impact neighbourhoods across the City and partnership priority areas across the County	
	<ul style="list-style-type: none"> • The level of funding to the Crime and Drugs Partnership and the Safer Nottinghamshire Board has remained at the same level as 2013-4. This supports partnership working on high impact neighbourhoods in the City and has invested funding into a higher number of priority plus areas in the county. 	G
T3-C02	C - Rollout improved public transport safety schemes including the Safer Cab Scheme	
	<ul style="list-style-type: none"> • In a survey undertaken by Nottingham Citizens had identified high levels of unreported hate crime and CCTV was considered a necessary solution to prevent this. Following extensive partnership working and negotiations throughout 2013-14, the CCTV Taxi voluntary scheme was launched in June 2014. The first 100 Hackney Taxi drivers pay £100 to join the scheme and in return they receive free fitting of a state of the art digital CCTV system which protects both driver and passenger. The take up of the scheme has been slower than expected. A further meeting has been held with the Chairman of the Hackney Carriage Federation to identify possible barriers to take-up. 	G

T3-C03	C - Work with partners to protect local natural environments from issues of trespass, damage and wildlife crime and tackle rural crime of theft and improve cross border working	
	<ul style="list-style-type: none"> The Commissioner is linking with Crimestoppers, Nottinghamshire Police and Nottinghamshire County Council is to raise awareness of rural crime, including plant and machinery theft. Through face to face engagement, stakeholders will be speaking and gathering views on how best to deal with rural crime and how to support the issue locally. This has been funded by the Commissioners Community Safety Fund with the conference being held on the 12/13 November 2014 at the Newark Showground. The Commissioner has also been hosting a working group consisting of multi-agencies and voluntary groups to assess the impact of rural and wildlife crime. The Commissioner supports the need for dedicated Wildlife Crime Officers to tackle rural and wildlife crime throughout the County. The charity Crimestoppers, supports the Commissioner, County Council and Police in fighting these crimes by providing a means for the public to provide information anonymously through a 24 hour number 0800 555 111 or our Anonymous Online Form at www.crimestoppers-uk.org. 	G
T3-C04	C - The Commissioner to consider establishing a victim based crime reduction target especially for violence.	
	<ul style="list-style-type: none"> A new target has been introduced - "A reduction in Victim-Based Crimes compared to 2013/14" as well as "The detection rate (including positive outcomes) for Victim-Based Crime". A reduction in repeat victims of DV and Hate crime has also been introduced. This action has been achieved. 	G
T3-C05	C - With the prospect of further budget reductions there is potential to exploit technology much more than exists as present e.g. greater use of CCTV and ANPR to collect evidence and share the cost of monitoring across Nottinghamshire.	
	<ul style="list-style-type: none"> A number of meetings have been held to consider how CCTV could be further utilised to gather evidence to enable speedier ways to tackle ASB. Further meetings will be held to resolve how costs could be reduced to mount CCTV on lampposts. 	A
T3-F01	F - Develop and implement innovative crime and anti-social behaviour prevention strategies	
	<ul style="list-style-type: none"> Force priorities are identified through the Strategic Intelligence Assessment, and are actioned through the Force Control Strategy, with a strategic lead and lead officer identified for each area. Activity is then monitored through the Gold meetings (Violence and Burglary), Violence and Alcohol Tactical Group, Domestic Violence and Sexual Violence Group, 	G

	Divisional Operational Performance Reviews (OPR), Level II Tasking and Coordination and the Joint Performance Board. Recent focus on Violence has resulted in the commissioning of a force-wide piece of analysis into 'Other' Violence which through the Violence and Alcohol Tactical Group has resulted in both Divisions putting together detailed action plans for reducing Violence in the short and long-term working closely with Partners whom will be attending the Violence Gold Group at the end of August.	
T3-F02	F - Implement prevention, intelligence and enforcement strategies for priority crime types	
	<ul style="list-style-type: none"> Force priorities are identified through the Strategic Intelligence Assessment, and are actioned through the Force Control Strategy, with a strategic lead and lead officer identified for each area. Activity is then monitored through the Gold meetings (Violence and Burglary), Violence and Alcohol Tactical Group, Domestic Violence and Sexual Violence Group, Divisional Operational Performance Reviews (OPR), Level II Tasking and Coordination and the Joint Performance Board. Recent focus on Violence has resulted in the commissioning of a force-wide piece of analysis into 'Other' Violence which through the Violence and Alcohol Tactical Group has resulted in both Divisions putting together detailed action plans for reducing Violence in the short and long-term working closely with Partners whom will be attending the Violence Gold Group at the end of August. 	G
T3-F03	F - Target those high priority neighbourhoods identified through the Nottinghamshire Crime and Drugs Partnership (CDP) and Safer Nottinghamshire Board (SNB)	
	<ul style="list-style-type: none"> Crime and ASB prevention strategies have been developed for the 2014/15 cohort of high priority neighbourhoods identified by the CDP and SNB. Monthly performance reports are distributed by the Partnership Analysts, and performance is monitored in-Force through the Performance & Insight Reports, Divisional OPRs and Joint Performance Board and externally by the CDP and SNB. The Priority Plus areas and process for selection has recently been reviewed by the Commissioner's office and presentation to the SNB to ensure that any additional resources targeted provide maximum value and impact. 	G
T3-P01	P - Both geographic and crime type be used to target resources and current Gold Groups be retained to oversee activity.	
	<ul style="list-style-type: none"> County: Within the County a focus continues to be given on priority crime types, namely violence, burglary and business crime. Multi agency operational groups have been established, led by Nottinghamshire Police to tackle these issues. Progress is reported via the County CSPs to SNB and each is overseen by their designated SNB Champion, to ensure learning, good practice and effective tactical responses are consistent across the County. The 18 Priority Plus Areas are 	G

each working to their individual action plan designed to tackle the issues in each area and will be expected to demonstrate a reduction in crime that is 4% greater than the rest of the County.

- **City:** Priority Crime types are identified through the Strategic Assessment, which this year is produced in-line with the districts to contribute to the overall Force assessment. The City usually looks at five main areas to help prioritise: Volume, DoT, Comparators, Victim Impact and Consultation results. The five High Impact Areas were identified based on a matrix which was made up of the following data: deprivation, health, education, crime, ASB, Fire and other indicators of social exclusion. The rationale was that we would focus on areas of mutual interest to partners and the causes/symptoms of crime.
- The strategic assessment is the annual position but we also look at performance at the monthly meetings (Exec or Board) and new emerging issues can be identified there and discussed. The weekly SMT also reviews performance and responds accordingly. The Locality Boards also meet monthly and review the emerging performance picture and react accordingly. The ASB issue has been the focus of the ASB Executive for some time and we have been working closely with the Police and CP to implement a response (particularly around the noise issue). The most recent Board Report (attached) summarises the activity that has been initiated through that process. Analysis of current performance and exploring the reasons behind the increase are at the forefront of what we day to day.
- **City:** Alcohol related offending remains a priority crime type as reflected in the Commissioner's Alcohol Strategy and the strategies of partners. In 2014 Nottingham and Nottinghamshire became a Home Office Local Alcohol Action Area (LAAA). This opportunity has allowed additional focus on alcohol related harm and has supported a range of activity across the city and county including work to attain Purple Flag Status for Mansfield, a county Best Bar None scheme, drunk selling initiatives, training for bar and door staff as well as the progress towards establishing the 'Cardiff Model' data sharing and tasking process for the City.
- The volume of alcohol related offending remains high (despite recording /identification issues) and NTE violence represents around a quarter of all violence in the city (James again, will be able to advise on the exact current proportion by percentage).

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4	Reduce the impact of drugs and alcohol on levels of crime and anti-social behaviour	
T4-C01	C - Jointly commission substance misuse services	
	<ul style="list-style-type: none"> A joint commissioning and procurement exercise has been completed with Notts County Council Public Health. A new provide has been appointed from 1st October 2014. 	G
T4-C02	C - Lead the implementation of the Alcohol Strategy and Action Plan	
	<ul style="list-style-type: none"> Both the County and City lead Officers are working hard to deliver the action points in the strategy which the Commissioner's Office (NOPCC) is monitoring. The Plan is progressing well across the City and County, with key achievements which include: Best Bar None, Purple Flag, the Drink Aware Project and Operation Promote. There is further work being developed with Bassetlaw and Newark to improve information sharing. 	G
T4-F01	F - Develop and implement multi-faceted partnership problem solving plans for each of the key Night Time Economies (NTEs) within the City and town centres	
	<ul style="list-style-type: none"> The City Division is working on the implementation of the Cardiff Model to deliver more dynamic tasking with stronger intelligence products (while remaining within the National Intelligence Model – [NIM]). An initial bespoke intelligence produce has been developed which will be used to inform a live resource to directly support city centre and licensing police team (Analyst and Researcher). The Responsible Drinking Initiative (RDI) is about to be launched, which will provide breathalysers and industry best practice vulnerability training to door and bar staff, as well as police and partnership NTE officers. The RDI has been endorsed by the Portman Group, the British Beer and Pub Association as well as National Pub watch. Invitations to join the scheme were opened up through the Nottingham Pub watch and BID on 12th August 2014 with considerable enthusiasm evident from venues. It is anticipated that the scheme will be fully in operation in October 2014. Operation PROMOTE continues to build on the considerable successes it has already achieved. The Operation is built on national best practice and is supported by a targeted partnership communications message. Violence continues to be reduced on PROMOTE nights by around 23%, consistent with the model and with the pilot which ran in late 2013. 	G

T4-F02	F - Encourage positive changes in drinking habits and raise public awareness of the risks associated with misuse of drugs and alcohol	
	<ul style="list-style-type: none"> • City Division is about to launch a multi-agency communications plan for the city which will inform citizens, protect and enhance the reputation of the city while also seeking to motivate behavioural change with regard to harmful drinking. The plan will look at all aspects of alcohol related problems under the campaign name 'Ending Alcohol Harm'. The Force has also secured for both the city and the county a unique partnership with Drink aware through the LAAA. The project to be delivered with Drink aware is funded and aimed a motivating behavioural change for those between 18 and 29 engaging in 'drunken nights out'. This high-value partnership is bringing unique behavioural economics insight and funding to the Force Area. 	G
T4-F03	F - Improve the effectiveness of assessment and treatment for drugs, alcohol, mental health issues and learning difficulties in custody, prisons and the community	
	<ul style="list-style-type: none"> • CRI are the new providers for drug and alcohol services in the County. A meeting was held on 5th August 2014 to discuss on-going and future arrangements. A process has been introduced within Custody Suites to identify veterans of the Armed Services who have mental issues that might relate to PTSS. There is a Mental Health Nurse in the final stages of vetting before joining the Multi-Agency Intelligence Team at Carlton Police Station. Their initial role will be to assess veterans for specific support. The Multi-Agency Drug Monitoring Group meets regularly to share intelligence. The new Drugs Interventions Programme (DIP) software is being written in-house to give real-time performance data across Partners. Targeted testing of arrested detainees has reduced the overall number of tests carried out by 40%, but maintained the number of positives. In addition, new simpler to use and more accurate drug testing machines have been purchased. • The CDP is also working with Drink aware to explore the opportunities for delivering alcohol support via employers in Nottingham and to parents via schools. • Both City and County divisions continue to work in partnership with Last Orders through the Alcohol Diversion Scheme (ADS). The ADS allows those issued with a PND for alcohol related disorder to attend a specialist session run by Last Orders clinicians in exchange for a reduction in their fine. The scheme has been highly successful with no individual known to have reoffended or even made an alcohol related hospital attendance. 	G

T4-F04	F - Reduce the demand for and supply of illegal drugs, tackling Class A drug trafficking; closing crack houses and disrupting cannabis cultivation	
	<ul style="list-style-type: none"> The Cannabis Dismantling Team is now fully operational, and there has already been a huge amount of positive feedback. The New Psychoactive Substance (NPS) multi-agency group has been set up by Public Health England to address NPS issues. In terms of performance, there has been a reduction of possession of Cannabis offences; there was an increase of 18 supply offences in June compared to last year which was a 40% increase; there have been no breaches of drug assessment appointments in June; after a recent month-on-month increase, Cocaine seizures decreased in June; positive testers for Opiates has risen over the last year to over a third of all tested; and compliance on NSPIS for drug screening, testing and result recording is improving but is still not 100%. 	G
T4-P01	P - Ensure the robust enforcement of licensing conditions of pubs and clubs causing the most concerns	
	<ul style="list-style-type: none"> County: Within the County this work is being overseen by the Substance Misuse Strategic Group and the implementation of the LAAA in Nottinghamshire. Locally each CSP will review licensing conditions of problem premises and revoke/replace as required 	G
	<ul style="list-style-type: none"> City: Robust licensing enforcement continues across the city and county with premises being closely managed by police and local authority licensing teams. Problematic premises continue to be successfully closed while well-run establishments are supported through Pubwatch and other industry partnership schemes. Licensing policy in the city continues to reflect the latest government thinking with the city having ratified the introduction of a Late Night Levy in May 2014. 	G
T4-P02	P - Improve drug and alcohol treatment and assessment in custody, prisons and the community	
	<ul style="list-style-type: none"> County: On 12 June 2014, the County Council Public Health Committee endorsed the award of the Adult Community Drugs and Alcohol (Substance Misuse) recovery contract to "Crime Reduction Initiatives". As a result of the new contract award the people of Nottinghamshire will benefit from improved substance misuse services. The new contract will ensure evidence-based, results-focussed and consistent services are put in place across the County. They will place a focus on long term recovery, helping more people through the system and out the other side, which in turn will ease the burden on the system, to reduce crime and help bring more people back into work. 	G
	<ul style="list-style-type: none"> City: Nottinghamshire County Public Health teams have completed a process of tendering to re-secure alcohol (and drug) treatment provision from October 2014. Nottingham City will also have completed a tender process for retaining high- 	G

	quality alcohol treatment provision from the same date. From October 2014 alcohol treatment provision will also be included alongside drug treatment in Nottingham's custody suite and CJ settings (part funded by the Commissioner's Community Safety Fund).	
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5	Reduce the threat from organised crime	
T5-C01	C - Develop options for local and regional serious and organised crime strategies to tackle, cybercrime, fraud, money laundering, sexual exploitation and human trafficking	
	<ul style="list-style-type: none"> There has been work to identify local approaches with the region and there is further work identified to support the regional PCCs with tackling local and regional serious and organised crime. There has been a review of the Strategic Policing Requirement by HMIC, and an update of progress of delivering the Requirement has been presented by the Force in the Police and Crime Needs Assessment. The Commissioner has responded to the Strategic Policing Requirement Inspection and the Inspection on Public Order, which are published on the HMIC website and the Commissioners website as per the statutory responsibility to prepare comments outlined in Section 55(5) of the 1996 Police Act. 	G
T5-C02	C - Encourage greater regional collaboration between Forces for crime, criminal justice and operational support	
	<ul style="list-style-type: none"> The Commissioner now chairs the Regional Commissioner Panel and across the region there are several projects underway. Some have funding from the HO Innovation fund. Criminal justice and operational support regional business case will be considered at the meeting of the November PCC Board. 	G
T5-C03	C – Improve multi-agency demand profiling of impacts and resources of increases of new and emerging communities within the City and County	
	<ul style="list-style-type: none"> There has been a regional research project conducted on 'The Impact of International Migration on the East Midlands' and also there has been a piece of work conducted for the Commissioner by the CDP 'Examining Crime, Ethnicity and Gender in Nottingham'. These will for part of the evidence base for the Police and Crime Needs Assessment. 	G

T5-C04	C - Promote activities to build active communities to improve relationships and community cohesion	
	<ul style="list-style-type: none"> • See update above. 	G
T5-C05	C - Support the Ending Gang Partnership programme and enhance community involvement	
	<ul style="list-style-type: none"> • The Commissioner has continued to invest into the Ending Gang Youth Violence Programme. The programme has a strong community cohesion element, including delivery of community based projects to divert gang members away from a life of crime, a small grants fund to support community engagement and a cohesion worker. 	G
T5-C06	C - The Force should place an even greater focus on identifying, obtaining intelligence and targeting serious and organised crime groups.	
	<ul style="list-style-type: none"> • The Police and Crime Needs Assessment will identify the key issues of threat, harm and risk around intelligence and serious and organised crime. The Force produces a six monthly Strategic Intelligence Assessment which is used in support of this action. 	G
T5-F01	F - Proactively investigate money laundering offences and pursue criminals through the courts to derive maximum benefit from the Proceeds of Crime Act (POCA)	
	<ul style="list-style-type: none"> • Year-to-date (Sept 2014) there have been 104 successful Confiscation and Forfeiture Orders, this is 7.2% more than in the previous year, and places the Force 2.8% away from its +10% target. Performance is continuing to improve as the year progresses, with the average value of orders up by 15.5% to £5,367.07. The total value year-to-date being £558,175.75 or 23.9% more than in the previous year. 	A
T5-F02	F - Target organised criminal activity through the use of Organised Crime Group (OCG) mapping and management	
	<ul style="list-style-type: none"> • 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. 	G

T5-F03	F - Utilise Automatic Number Plate Recognition (ANPR) technology to reduce organised road crime and deny criminals the use of the road	
	<ul style="list-style-type: none"> • 2014 has seen an increase in the number of ANPR cameras in use by Nottinghamshire Police – especially in the County. Bespoke police operations are now linked to the ANPR camera network tackling organised crime groups. In addition the go – live of the Real Time Intelligence Unit (RTIU) in the control room is delivering a 24/7 capability to use the ANPR data to tackle high harm camera activations and to enhance our capability around crimes in actions and vulnerable people. 	G
T5-F04	F - Work closely with the East Midlands Special Operations Unit (EMSOU), the National Crime Agency (NCA) and local partner organisations	
	<ul style="list-style-type: none"> • Some key developments in support of this objective include: • The introduction of the monthly Organised Crime Group Scrutiny Board and ORCA (Organised Crime Recording and Administration) electronic application to provide governance and improved management of Nottinghamshire Organised Crime Groups. • Development of the Government Agency Intelligence Network (GAIN) structure within Nottinghamshire and the East Midlands as a whole. • Development of Organised Crime Local Partnership Boards in the City and County • Introduction of a dedicated Real Time Intelligence Unit within the Control Room to provide a 24/7 intelligence function, including real time briefing and improved ANPR monitoring - 1st phase effective from September 2014 • Work towards implementing the <u>Schengen</u> system in Nottinghamshire enabling sharing of data and intelligence across EU and several other nations • Designing and implementing the Force response to Human Trafficking, including a significant on-going, and so far successful, investigation into a Polish crime group involved in the recruitment of trafficked individuals used in forced labour • Significant improvement of the Force's use of the Foreign National Conviction Exchange for checks against detained foreign national offenders • Nottinghamshire Police continue to work closely and collaborate with EMSOU to provide efficiencies for policing as well as financial benefits. There are ongoing reviews to look at items such as better utilisation of fleet to find further cost savings. Other partner organisations are always in the mindset when looking at activities and projects that are happening. For 	G

	example CRIM and the Control Room to potentially create scope for more multi-agency working in the future.	
T5-F05	F - The Force should place a greater focus on understanding and tackling cyber crime especially against vulnerable young people and also fraud and online crimes.	
	<ul style="list-style-type: none"> • The Force is completing an in-Force assessment of the Cyber capabilities in line with the recently published College of Policing national Cyber Crime Framework to assess its capability on agreed national parameters. • The submission of a Business Plan to shortly relocate to a 'one stop Cyber Hub' based at Headquarters to allow for a more integrated and effective Cyber department. This will enable co-working through work placements with partners such as Universities which have related cyber learning portfolios. • The monthly meeting of the Cyber crime Regional Users Group which focuses on regional co-working and linked in regional Cyber alignment. This group is attended by representatives of EMSOU. This is chaired by ACC Foster, the Deputy chair being Superintendent Pollock from Nottinghamshire Police. This meeting has established regional sub-group meetings on key work-stream areas for regional interoperability • The reinvigoration of a monthly in-Force Cyber crime Focus Group represented by the key cyber related departments: such as the DIU / TIU / SPOC's / Pre-Crime / Training / fraud; and an analyst. All of these representatives are in turn linked into the region and have communication to EMSOU and the NCA. • A comprehensive training programme for all relevant staff which includes distance learning elements and, for investigators, attendance at a course. • Recruitment of Digital Media Investigators who will be able to advise SIOs on digital investigation strategy. • Development of an internal and external communications strategy aimed at reducing vulnerability to Cybercrime. 	G

6	Prevention, early intervention and reduction in reoffending	
T6-C02	C - Provide positive activities for young people at most risk of getting involved in offending and anti-social behaviour	
	<ul style="list-style-type: none"> In the city the Ending Gang Youth Violence Project supports young people involved in gangs with diversionary activity. In the County the Commissioner has invested £156,000 into targeted youth support. In addition, the Commissioner has grant funded a number of projects providing diversionary activity for young people at risk of offending or anti-social behaviour, including a football related project and a community improvement project. 	G
T6-C03	C - Work in partnership to address the mental health needs of offenders and victims	
	<ul style="list-style-type: none"> The Mental Health Crisis Concordat Conference was held on the 25 September 2014 in collaboration with the Clinical Commissioning Group (CCGs). An action plan will be developed in collaboration with Partners (during the next quarter) with key aims to reduce of numbers of those who go into crisis, improve access to services including young people, to improve resilience and community support. The aim is the have the plan will be in place by the end of March 2015. 	G
T6-C04	C – Work with local partners and MOJ officials to ensure transforming rehabilitation to have a positive impact locally	
	<ul style="list-style-type: none"> There has been an ongoing liaison with the Ministry of Justice (MoJ) officials with regard to the ‘Transforming Rehabilitation’ changes. Key meetings have taken place between the new CRC Chief Executive. It is likely that the announcement of the successful provider for Nottinghamshire, Derbyshire, Leicestershire and Rutland contract will be made shortly. The new provider will have key responsibilities in mid February 2015. 	G
T6-C05	C - Ensure that Community Resolution is evaluated in 2014 to assess whether it is an effective disposal method in terms of meeting victim needs and levels of recidivism compared to former methods and specifically for shop theft.	
	<ul style="list-style-type: none"> This action is planned to be undertaken in quarter 4 of 2014-15 	G

T6-C06	C - Research be undertaken to better understand why 63 shoplifting offenders committed and received a positive disposal for 5 or more offences within a 12 month period.	
	<ul style="list-style-type: none"> • Research undertaken and Retail Crime Event held in June 2014 where findings reported. A number of recommendations will be taken forward including a trial of 10 GPS electronic tags to control and monitor activity of persistent shoplifters. The Commissioner has written to the Justice Secretary with a request that legislation be changed to allow for compulsory wearing of GPS tags currently worn on a voluntary basis. The Commissioner sits on the National Retail Crime Steering Group and is advancing the issues identified nationally. 	G
T6-F01	F - Adopt an integrated partnership approach to preventing demand for public, private and third sector services	
	<ul style="list-style-type: none"> • The Preventing Demand Programme has been launched to integrate the working practices of Public, Private and Voluntary Sector service providers across Nottinghamshire to prevent demand (Preventing Demand Partnership Strategy 2014-17). So far a multi-agency problem solving hub has been set up in Sutton East. Supported by the Division and the Council Corporate Management Group, resources have been identified both within the Police and Local Authority. A similar hub is being set up in Worksop. Meetings have taken place with the Troubled and Priority Families leads from the County and City, and a work stream has been set up to look at what additionally could be identified to build upon the national programmes, but which will identify and tackle those families which these initiatives will not capture but whom are an immense drain on partnership resources. • Work is on-going with Partners to access Local Authority funding schemes to support the work against prevention and provide a working fund which will support the whole partnership approach to prevention meaning that real and rapid sustainable progress can be made. 	G
T6-F02	F - Develop early intervention plans aimed at diverting young people away from crime and improving community cohesion	
	<ul style="list-style-type: none"> • There are a number of programmes in place to work with young people, the Widening The Net Scheme which in partnership with Stags Football Club identifies young people providing trips and Saturday training. Working with Targeted Youth Services, Girls events are put on in a similar fashion. Referrals to Substance Misuse Workshops as an alternative to receiving a Caution for simple possession of Cannabis or alcohol-related offences are now up and running. There is now a paid for dedicated / seconded Officer in place at Worksop Outward Academy. In addition, Schools Officers in the County are working closely with YOS which was recognised as a positive through a recent peer review. 	G

T6-F03	F - Utilise Integrated Offender Management (IOM) to deliver critical interventions to those offenders who commit the greatest number of offences	
	<ul style="list-style-type: none"> The Forces IOM programme was reviewed by the College of Policing and HMIC. Nottinghamshire was particularly highlighted nationally for its work in HMP Nottingham and the Multi-Agency Intelligence Team; subsequently the Force is to provide peer reviewers to the College of Policing on IOMs. IOM performance management through convictions has begun now that the new cohort has been identified. There are over 400 individuals currently managed through the Force IOM programme. There are plans to extend the remit to include certain violence offences. GPS tagging is being trialled for shop theft offenders. The Reducing Reoffending Board has commissioned a full review of Premium Service provisions and IOM tactical delivery. 	G
T6-P01	P - Work through the Multi Agency Public Protection Arrangements (MAPPAs), to manage supervision in the community of the most dangerous violent and sexual offenders	
	<ul style="list-style-type: none"> The over riding principles of MAPPAs remain the protection of public from sexual and violent offenders who are due to be released from custody or are living in the community. With this as its foundation, the MAPPAs office in Nottinghamshire efficiently coordinates the monthly level 3 Panel MAPPAs meetings which are attended by senior managers from the Responsible authorities and duty to cooperate agencies along with on average 50 level 2 meetings held per quarter. The 1st June 2014 saw the demise of Nottinghamshire Probation service and the introduction of the National Probation Service whose area of business is the management of high risk of harm and MAPPAs cases. Recent recruitment has seen the appointment of two lay advisors who will sit on the MAPPAs SMB acting as a “critical friend” and bringing their knowledge and experiences of the area. An extensive training schedule is maintained by the MAPPAs unit ensuring that all relevant agencies are fully aware of their requirements under MAPPAs. 	G
T6-P02	P - Expand the use of restorative justice by partners and ensure consistent application of practice	
	<ul style="list-style-type: none"> Following the completion of the Restorative Justice (RJ) consultancy project as described in Action T2-C01 the Commissioner is intending to go out to tender to commission a new restorative justice service for Nottinghamshire from 1st April 2015. This project is on track for completion within timescales 	G

T6-P03	P - Provide support to complex and priority troubled families	
	<ul style="list-style-type: none"> • The National Troubled Families Project: The Troubled Families project was launched by Central Government in December 2011 to 'turn around' the lives of 120,000 of the most troubled families in the UK. It aims to deliver intensive whole-family support to families with complex needs in a bid to achieve long-lasting change, and is focussed on reducing criminal activity and anti-social behaviour, improving school attendance and supporting adults into work. • The Commissioner is member of the Health and Well Being Boards in the City and County. This action cuts across a number of service areas. For example, Nottinghamshire County Council is supporting 1,580 Nottinghamshire families with complex needs over the next three years through the Supporting Families Programme, following the launch of the National Troubled Families Programme. Families are allocated a named worker who will be responsible for delivering intensive whole-family support focussed on reducing criminal activity and anti-social behaviour, improving school attendance and supporting adults into work. The City Council is training its frontline staff to focus on the whole family, rather than just individuals with 'isolated' issues. This means sharing the expertise of our huge range of talented staff. Spending extra time with the whole family to focus on the bigger picture at an earlier stage is better for the family and could reduce the need for costly interventions further down the line. • Many complex and troubled families reside in the County's 18 Priority Plus areas and the City's 5 High Impact Areas. The Commissioner has provided £28,278 for each area to help Partners and Police problem solve issues of crime and antisocial behaviour. 	G

7	Spending your money wisely	
T7-C01	C - Achieve greater financial savings from regional collaboration	
	<ul style="list-style-type: none"> • Nottinghamshire Police continue to work closely and collaborate with EMSOU to provide efficiencies for policing as well as financial benefits. There are ongoing reviews to look at items such as better utilisation of fleet to find further cost savings. Other partner organisations are always in the mindset when looking at activities and projects that are happening. For example CRIM (Contact Resolution & Incident Management) and the Control Room to potentially create scope for more multi-agency working in the future. • Linked to the point above. The region has been required to deliver savings against its core budget and from the projects 	G

	being proposed. Specifically a three Force collaboration on Police Business Services is estimated to deliver significant savings over the medium term.	
T7-C02	C – Coordinate the rationalisation of the Force’s property estate, working with partners to maximise integrated working, and rationalise the vehicle fleet whilst continuing to improve quality, suitability and performance	
	<ul style="list-style-type: none"> This is an ongoing piece of work in which solutions with local authority, NHS and others co-locate. Where co-location is not possible other methods of working are explored - e.g. drop in places for officers and improved mobile working through It investment. 	G
T7-C03	C - Develop a regional transformational programme of change to deliver value for money	
	<ul style="list-style-type: none"> There is a significant regional change programme in the process of rolling out. It will significantly change where support services are delivered from and already most of the police specialist services are provided this way, the Commissioner has approved a new policing model/delivering the future, which is currently subject to consultation and extensive briefings with partners. 	G
T7-C04	C - Implement and promote the Social Responsibility Strategy	
	<ul style="list-style-type: none"> The Strategy has been drafted with a supporting Action Plan to be delivered. This Strategy will be launched but before the end of 2014. 	G
T7-C05	C - Implement the commissioning strategy to target resources to local communities to help resolve local problems	
	<ul style="list-style-type: none"> A Commissioning Framework has been drafted which will be finalised and published during November. The Framework sets out how the Commissioner will target his resources. 	G
T7-C06	C - Recruit more volunteers, including cadets, Rural Specials, Specials, volunteer PCSOs, and Neighbourhood Watch	
	<ul style="list-style-type: none"> This action relates tom the Commissioner’s second pledge. The Force report that after a period of sustained recruitment activity 150 Officers were recruited by February 2014. Following focused recruitment, 87 new PCSOs were hired. As of September 2014, there is a pool of individuals currently 	A

	<p>in the selection process, so the Force is confident it can achieve the 100 target without the need to advertise again. However, it should be noted that the Force establishment is constantly changing on a monthly basis due to leavers and officer retirements.</p> <ul style="list-style-type: none"> • At the end of July the Force has: <ul style="list-style-type: none"> ○ 2,046 Police Officers ○ 289 Special Constables ○ 220 Volunteers ○ 67 Cadets • The Special Constable numbers have been depleted by Specials leaving to become Police Officers which is the result of the Officer recruitment activity and also activity to remove Specials who could not meet the required hours commitment. There is 90 less specials than last year. • This action is shown as Amber due to the need for further work in recruiting Special Constables and establishing rural Special Constables and establishing more Neighbourhood Watch's. 	
	<ul style="list-style-type: none"> • During the year the Volunteer Manager (VM) of the Commissioner's office has recruited 11 new Custody Visitors in April 2014 and they have now all been trained and vetted. They have just started making custody visits during the summer. They are all on a six month probationary period and will be undertaking visits with experienced CV's for the first 3 months (or longer if required) to gain 'on the job experience'. The VM will be monitoring their progress and will assess them towards the end of their probationary period. 	G
T7-F01	F - Explore opportunities for collaboration and partnership to reduce costs and improve services whilst continuing to meet the Strategic Policing Requirement (SPR)	
	<ul style="list-style-type: none"> • The Force is collaborating on Specialist Service areas around regional CJ (EMCJS) and OSD (EMOpSS) as well as looking at moving from a 3 Force to 5 Force Forensics. Others areas of collaboration are MFSS and PBS, EMSOU, Major Crime, Procurement, L&D, Legal & ICT. • Innovation funds have been secured for collaborative work in excess of £8m for the region. Nottinghamshire are leading on body worn video. 	G

T7-F02	F - Implement sustainable workforce planning, building a culture of excellence and innovation while addressing any disproportionality	
	<ul style="list-style-type: none"> • A significant amount of work has taken place over the past year in relation to recruitment and retention especially a targeted BME recruitment programme which was initiated by the Chief Constable, and which engaged faith and community leaders in identifying potential candidates for Police Officer roles, launched in October 2013. The programme supported candidates with; interview techniques workshops, vetting advice, specialist training for competency based questionnaires and SEARCH© assessment centres. In addition each candidate was provided a mentor in the form of an existing police officer or police staff member for the duration of the programme. Although only a small number were involved in the programme the success rate of BME applicants showed a 60% increase overall when compared with the success rate of BME applicants in the recruitment process in February 2013. • Engaging with staff: Independently facilitated workshops to identify barriers to recruitment and progression were held with all BME officers and staff and the resulting “BME Voices” report and recommendations have been shared with the steering group and incorporated into the strategic Equality, Diversity and Inclusion action plan. The organisation has also worked closely with the College of Policing and assisted in the development of the national survey of all BME officers carried out earlier this year, the results of which are due to be published shortly. • The Force is currently working closely with the College of Policing in a number of areas: <ul style="list-style-type: none"> ○ Working with the BME Progression 2018 programme to identify best practice and produce guidance for the application of positive action in Police Officer recruitment, ○ Piloting an “Emerging Potential” training course for BME officers and staff Identifying suitable BME candidate for the new fast track PC to Inspector programme. ○ Researching the equity of current national assessment processes for BME applicants. • In addition three BME inspectors from Nottinghamshire have secured places on the national “Releasing Potential” development programme run by the College of Policing. This is a seven month development programme, limited to 32 places nationally, made up of workshops, action learning sets, coaching and mentoring for BME inspectors to assist in their career development. • There has been an ongoing programme of community engagement by the Positive Action team who have joined with the corporate communication team to deliver a presence at a number of key events over the past year including, the Caribbean Carnival, Nottingham MELA and the Riverside festival. In addition, the team has run a variety of engagement activities within communities for example a number of successful engagement events were held during Ramadan at 	G

	Mosques across Nottingham City, Young BME people were invited to Police HQ as part of Nottingham City Councils “Tap the Gap” programme	
T7-F03	F - Provide officers and staff with joined up, innovative, reliable and easy to use technologies that make them more effective and accessible, and make their jobs easier	
	<ul style="list-style-type: none"> A number of projects are now being rolled out to address this area. For example, Tetra Tabs have been installed in all response vehicles across the City and County. These rely on a 3G signal to operate and SIM cards have been provided to response teams from different providers (Vodafone, 3, EE etc), based on established 3G coverage for their response areas. These devices allow Officers to perform LAN access would provide. The Force is currently trialling two Mi-Fi units, which boost 3G signal strength, these are used successfully by Hertfordshire Police. 	G
T7-F04	F - Redesign the police workforce and integrate opportunities for volunteering through a 'Designing the Future' approach	
	<ul style="list-style-type: none"> The Force is considering numerous proposals to “Deliver the future”. The shape of policing in the future, and how the Force’s services will be delivered, will depend on the resources available. In conjunction with the Commissioner the Force will be consulting on the budget but final decisions will depend on the settlement presented by central government in December 2014. Looking further ahead, the Commissioner and Force also have to take into account the crucial questions arising from the next Comprehensive Spending Review after the new Government is formed in 2015. At this stage, the final figures are not known but it is expected that more challenging savings targets will be required. These, in turn, will mean changes in the way policing is delivered in Nottinghamshire. Change will prompt new and improved ways of working. Both Commissioner and Chief Constable are therefore determined to do all that can be done to both enhance the way services are delivered and to become more efficient with our resources. In the meanwhile, new policing models are being considered and will be consulted upon. 	G
T7-F05	F - The Force amends the 100% Attendance policy to ensure more effective use of resources.	
	<ul style="list-style-type: none"> The recently introduced CRIM (Contact Resolution & Incident Management) affectively replaces the 100% attendance policy in order to make much better use of resources and management of demand. 	G

T7-F07	F - The Force should critically examine demand for service and consider revising its working practices to ensure better use of limited resources.	
	<ul style="list-style-type: none"> • The CRIM Project addresses this action as outlined above. 	G
T7-F08	F - The Force should review the findings of the Base Budget Review and current HMIC Value for Money Profile 2013 to consider how to address key outliers compared to other Forces.	
	<ul style="list-style-type: none"> • Electronic file transfer - increased efficiency of Police led prosecutions - increased efficiency and reduced costs plus income to cover any existing costs • Streamline digital files - reduced poor quality, increase effectiveness at court • Early guilty plea schemes - CC is ongoing , Mags is yet to start but the CC had increased the GP rate and reduced inefficiency in the CC • Local Early guilty plea scheme - looking at early disclosure - this is too early to determine results but should engage defence earlier and therefore raise effectiveness • Transforming summary Justice and Disclosure review - work in progress official go live is May 2015 but we are starting to work regionally on the solution which should increase effectiveness by having the right prep time (improves quality), correct brigading of cases to allow the correct resource to be allocated to court with the correct review time, police support at court to reduce adjournments and an earlier input of disclosable material to engage the defence and streamline the case progression through the courts. • Regionalisation of CJ increases efficiencies through streamlining business via a single approach, creates economies of scale and releases savings to aid the front line. • Revised Q1 forecast produced and submitted to Commissioner for approval that ties back to funding. Within this efficiency savings have been risk assessed and timings re-evaluated • The HMIC report around VtP4 has meant now that we have Commissioner approved plans around the future movements through to 2020 incorporating DTF. HMIC are back in to assess this in September. 	G

T7-F09	F - The Force's daily Crime and Performance (CAP) database should be further developed to incorporate an option to view the data with both population and households so that comparative performance of areas can be better understood	
	<ul style="list-style-type: none"> The Force view is that there would be very little value to adding the population and household figures to the daily Crime and Performance (CAP) as the report compares performance across classes as opposed across areas. Consideration will be given to adding these data to the newly rebuilt Crime and detection monthly performance report which recently went live on the Intranet. 	A