Nottinghamshire
POLICE & CRIME COMMISSIONER

THE POLICE & CRIME PLAN

(Refreshed)

2016 - 2018

APRIL 2016

Foreword

This is my fourth refreshed Police and Crime Plan. Whilst I will be reporting more fully on my pledges and activities undertaken this year in my Annual Report in early summer, I want to highlight here some immediate priorities.

Nottinghamshire Police, together with the Leicestershire and Northamptonshire forces have agreed to form a Strategic Alliance. Preparatory work is underway for this and I anticipate we will go live on 1 April 2016. Working even more closely together will not only ensure greater resilience but also achieve budget savings.

Nottinghamshire Police's budget remains under pressure. However, both the Chief Constable and I remain committed to a strong neighbourhood presence and to partnership working with the public, private and third sectors.

Against this background, I am keen to see all areas of Nottinghamshire protected. As part of that, it is important that residents in rural areas feel safe and secure – and this Police and Crime Plan builds on measures to achieve that.

I have always given priority to the victims of crime. Important changes have therefore been made but I intend to do more, with the next year providing an opportunity to commission even better, more targeted, services.

Whilst volume crime has continued to drop substantially, there are areas where reporting needs to be increased. Domestic violence continues to be a priority but there is more work to be done on hate crime, female genital mutilation and modern slavery. Again, this will require strong partnership work.

In our work with partners, further progress also needs to be made to resolve the issues surrounding historic sexual abuse in residential care. This progress can be assisted by lessons that have been learned to ensure that young people today receive the attention, support and protection they deserve.

Although Nottingham and Nottinghamshire remain safe places to live and work, I want to work hard to reduce knife crime.

Young people are more likely to encounter difficulties in their homes using the internet and new technologies than on the streets. This being so, we all recognise that there needs to be a greater focus on how resources are being committed both locally and nationally to online and cybercrime.

I am particularly proud of the work that has been undertaken to enhance relationships with our black and Asian communities. Stop and search levels are at historically low levels and steps are being taken to ensure our workforce better reflects the communities we serve.

In addition, I want to recognise and thank all involved in our mental health work. The street triage cars have made a difference and we are confident that those with mental health difficulties will receive care, not custody.

At the end of the day, Nottinghamshire residents want to feel safe and secure in their homes and streets. They want strong, safe and proud communities where they can bring up their children and families. Together with my Deputy, Chris Cutland, I want to thank all the police officers, PCSOs, police staff, volunteers, partners and community organisations who have been working hard to achieve that aim.

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Nottinghamshire's Police and Crime
Commissioner: Paddy Tipping

Nottinghamshire's Deputy Police and
Crime Commissioner: Chris Cutland

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1 Introduction

This is the Commissioner's third refreshed Police and Crime Plan (2016-18), which sets out the ambitions to be achieved over the next few years and explains what can be expected from policing and community safety in Nottingham and Nottinghamshire.

Since the Commissioner took office in November 2012 a wide range of strategic activity has been undertaken resulting in a range of different achievements. Some activities will take longer to yield fruit. However, **Appendix A** contains a table of key successful achievements so far. Some examples include:

Spent Money Wisely

- Since 2010-11 over £42m in efficiency savings have been made through collaboration and 'Delivering the Future Program'

- £5.7m Innovation funding obtained following successful bids to the Home Office in 2014-15 (some joint)

- Commissioner's Office Costs is less than former Police Authority and 24% less than national average (i.e. £0.83 per head of population compared to £1.03)

Crime and ASB reduced

- Compliance with the National Crime Recording Standard has improved from 88% in 2012 to 98% in 2015 with more incidents being recorded as crimes

- Despite many more incidents being recorded as crimes, Total Crime is predicted to have reduced between 3% and 5% at the end of 2015-16 compared to 2011-12

- Force ranked 3rd best reduction nationally (year to date to Dec-15). City has highest reduction over both a 4 year period (-8%), and year to date (-4.3%, to Dec 2015) compared to 8 core cities.

- ASB is predicted to have reduced 38.5% at the end of 2015-16 compared to 2011-12.

- ASB Perception: Since 2012, there is long term downward trend in the number of people being drunk or rowdy and teenagers hanging around

- The number of people Killed or Seriously Injured (KSIs) on Nottinghamshire's roads has reduced by 39.8% for adults and 45.4% compared to the 2005-09 average

Protecting and Supporting Victims

- More victims have the confidence to report sexual crimes, hate crime and domestic violence

- Around 98% of victims and witnesses are satisfied or very satisfied with the services provided in Court (to Mar 15)

- 9 in every 10 Domestic Abuse victims are satisfied with the whole Police experience

Organised Crime tackled

- EMSOU praised by HMIC as national best practice

- The number of organised crime groups assessed as 'High Risk' has gone down by over a third (-39.8%)

- Confiscation and forfeiture orders under the Proceeds of Crime Act (POCA) have increased 69% (Dec 12 to Mar 15)

Reduced Impact of Drugs and Alcohol

- Nottingham is the 2nd highest performer in the Core City group for successful completions (35%) re substance misuse (drugs and alcohol)

- The proportion of Alcohol-Related Violence has reduced and is less than half that is estimated nationally

- Nottingham has successfully retained its Purple flag status for the sixth consecutive year and Mansfield in the County awarded the flag in 2015

- In the County, less people perceive people using or dealing drugs to be a problem (2014=20%, 2015=18%)

Disproportionality and Representation

- Stop and Searches are much more proportionate for BME communities (Disproportionality reduced by 22%)

- BME representation has increased from 3.9% to 7.5% for Special Constables

- The number of BME job applications increased by 60% in 2014

- BME recruitment increased from 4.69% in 2013 to 15.62% in 2014

Mental Health and Prevention

- Fewer people suffering mental impairment are detained in custody suites - down 80% compared to 2014/15

- The youth reoffending rate in the City and County (23.4%) is much better than the national average (35.5%)

2 Realising the Vision

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

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

The Commissioner will strive to deliver:

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

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

3 Our Values

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

The values are:

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

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

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

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

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

4 Our Challenges

The Commissioner's Police and Crime Plan is aided by the production of a detailed Police and Crime Needs Assessment (PCNA).

The PCNA has provided the Commissioner with a strategic assessment of current, emerging and long-term threats, harm and risk affecting crime and community safety for Nottingham and Nottinghamshire.

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

The PCNA has been developed in consultation with Partner agencies and in line with recognised good practice for commissioning[1]. Information has been aggregated from a range of sources including the Force, the Crime and Drugs Partnership (CDP) and the Safer Nottinghamshire Board (SNB). Whilst some source references are provided in this plan further detailed sources are contained within the PCNA report located on the Commissioner's web site.[2]

Key issues identified have been assessed via the 'THRIVE' model, which gives structure to and consistency to the assessment of **T**hreat, **H**arm, **R**isk, **I**nvestigation opportunities, victim **V**ulnerability and the **E**ngagement level required to resolve the issue. The assessment also encompasses a PESTELO[3] analysis which considers the wider impact of the changing environment. The Assessment has been subject to consultation and ratification via the Strategic Assessment Advisory Group and a Partnership stakeholder event held in December 2015.
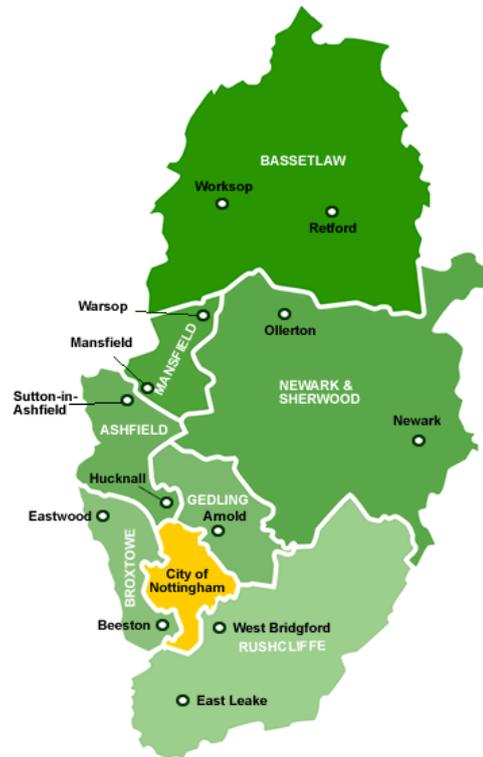
The key issues identified through the PCNA process this year are listed below structured by the:

- Changing Environment
- Changing Patterns of Crime and Anti-social Behaviour
- Changing Patterns of Victimisation
- Changing Patterns of Offending
- Public Perception and Community Engagement
- Changing Organisational Landscape
- Local Authority Level Profiles

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[1] Including CIPFA/SOLACE, NOMS, APACE and Audit Commission guidance

[2] Police and Crime Needs Assessment 2015

[3] Review of Political, Economic, Social, Technological, Environmental, Legal and Organisational factors likely to have an impact upon crime, community safety and criminal justice

4.2 Changing Environment

People

The Nottinghamshire Police Force area spans approximately 834 square miles and incorporates the City of Nottingham[4] and Nottinghamshire County Council authority area in which the district councils of Ashfield, Bassetlaw, Broxtowe, Gedling, Mansfield, Newark & Sherwood and Rushcliffe are based.

Spanning a diverse urban and rural landscape, the area incorporates major concentrations in retail, leisure and business economies through to former mining towns and more rural villages.

Nottinghamshire has a growing population of around 1.12 million which is expected to rise by a further 5.4%[5] over the next 10 years. This growth is primarily driven by net migration from other areas of the UK and abroad and increases in life expectancy[6]. Around 28% of residents live in the City, where the population is forecast to increase by around 15,460 people over the next 10 years. Proportionally, however, the areas of Rushcliffe (+7%), Broxtowe (+6.6%) and Ashfield (+6.1%) are likely to see the largest proportional increases of over 7,000 people respectively.

Overall the County has a slightly older population profile than the national average, with fewer people aged 16 and under. The City meanwhile has almost double the proportion of people aged 20 to 24 compared to the national average – largely on account of the two Universities located in the area.

Nottinghamshire is a culturally and ethnically diverse area. The population of Nottingham City, in particular, includes a high proportion of University students and higher levels of ethnic diversity than the national average. The City's non-white British population increased rapidly between the 2001 and 2011 Census, rising from 19% to 35%. While ethnic diversity is also increasing across Nottinghamshire, Gedling, Rushcliffe, and Broxtowe have the least ethnically diverse populations, with over 90% of residents being White British.

Nottinghamshire is home to a number of long standing Pakistani and Caribbean communities and more recent Eastern European migrant communities. While the majority of residents speak English as their first language, the 2011 Census identifies the most common non-English languages in the area to be Polish, Urdu, Punjabi and Arabic.

The University of Nottingham, has the fourth highest number of international students nationally who account for around 28% of their total student population. China accounts for the highest proportion of non-EU student enrolments for both the University of Nottingham and Nottingham Trent University.

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[4] Nottingham is a national core city which encompasses around a third of the area's population

[5] An additional 60,400 people by 2025

[6] Population aged 75 and over is projected to increase by 37% equating to 33,400 additional people

Deprivation

Levels of deprivation in Nottinghamshire are significantly higher than the England average, largely due to pockets of deprivation in the City, former coalfield areas of Nottinghamshire and former industrial towns affected by economic stagnation.

Nottingham in particular has the 8th highest proportion of neighbourhoods that fall within the 10% most deprived nationally, with the proportion of the population estimated to be living in the most deprived areas nationally having increased from 25% to 33% since 2010.

Around 22,000 (34%) of children and 26% of people aged 60 and over are affected by income deprivation in Nottingham, which is higher than the national average of 21%. A further 22,300 children are estimated to be living in poverty in the County, with clear concentrations in the areas of Mansfield, Ashfield and Bassetlaw. Nottinghamshire also contains some of the highest levels of fuel poverty in rural England.

While the County's economy features a number of major companies, unemployment is above the national average within the area. Approximately one in ten adults in Nottinghamshire aged 18-64 live with moderate to severe physical disabilities, equating to around 150,600 people. While this figure is predicted to remain relatively static over the next 10 years, the number of people aged 65+ that are unable to manage at least one daily activity (28,900) is expected to increase by around 49% over the next 15 years.

Mental Health

The GP Patient Survey and Patient statistics[7] indicate that mental health needs continue to increase both locally and nationally, with over 16,000 people estimated to be in contact with mental health services across Nottinghamshire. Rates of suicide have also been increased steadily over recent years at both a national and regional level. Mental health needs are more acute in the City where around 7% of adults (around 51,000 people) report having a long-term mental health problem. The prevalence of mental health issues is also notably higher amongst those with substance misuse issues.

Mental Health-related demands on Nottinghamshire Police remain high and increasing. The number of mental health flagged calls for service to the Police increased by around 20% in 2014/15 to over 15,000 during the year. Research undertaken by the Metropolitan Police Service[8] indicated that around 15-20% of incidents received by the Police are linked to mental health, with half of all mental health calls being in relation to concern for safety issues.

Demand relating to safeguarding vulnerable adults is likely to increase over the coming years in view of the aging population, the introduction of new responsibilities for local agencies as part of the Care Act 2014 and increasing mental health-related needs across the wider population.

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[7] http://fingertips.phe.org.uk/profile/general-practice/data

[8] Review for the Independent Commission for Mental Health and Policing, MET Police

Missing People

Missing and absent person incidents reported to the Police increased by around 3**%** in 2014/15 to almost 5,000 during the year. These increases, in part, reflect improvements in case and risk management processes, changes in policing policy and investigative investment with a focus on risk of Child Sexual Exploitation (CSE). Although many people who go missing are found safe and well, missing persons are often amongst the most vulnerable of people who are experiencing difficulties in their personal lives or who suffer from mental illness. Research[9] has also highlighted links between children who go missing and child sexual exploitation. Around 65% of reported missing person cases in Nottinghamshire each year involve children, and of these over 40% of cases involved young people in care establishments.

Substance Misuse

Problematic drug use remains a significant factor linked to complex need and offending in Nottinghamshire. Heroin and crack use was in general decline during the 2000's, however there are indications that prevalence may now be increasing[10] alongside marked increases in heroin and crack cocaine purity levels over the last year[11]. Overall drug use amongst young people however appears in decline.[12]

Nationally, self-reported use of powdered cocaine, ecstasy and hallucinogens has been increasing steadily over recent years, particularly amongst the 20 to 24 age group. Findings from the Crime Survey for England and Wales (CSEW) indicate that while self-reported use of Class A substances has been falling within the East Midlands since 2010, still around 20,000 adults across Nottinghamshire (2.2% of the adult population) are likely to have used a Class A substance in the last year.

There are connections between drugs supply and other types of crime, including organised crime, violence, robbery, burglary and theft. Drug related offences recorded by the Police are often a result of Police proactively targeting offenders.

New psychoactive substances (NPS) or 'legal' highs are readily accessible locally and online and their use continues to prove popular to both a new generation of users and also long established users. Extrapolations based on the CSEW 2014/15 indicate that over 8,200 people across Nottinghamshire are likely to have used an NPS in the last year, with males aged 16 to 24 accounting for over 35% of users. New legislation[13] will render the sale of NPS illegal from April 2016; however there are clear risks that this could lead to an increase in some synthetic cannabinoids and 'euphoric/stimulant' type drugs being sold on the black market.

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[9] Out of Mind, Out of Sight, CEOP 2011

[10] Treatment presentations for opiate use in the city have been increasing since September 2015

[11] 2015/16 has seen seizures of heroin at over 60% and seizures of crack cocaine at over 70%

[12] Nottingham Needs Assessment 2015

[13] Psychoactive Substances Bill

Alcohol abuse remains a significant driver of demand across many organisations, particularly in Nottingham, Ashfield, Bassetlaw and Mansfield, where alcohol-specific hospital admissions are significantly higher than the national average[14] and rising. It is estimated that around 14% of all crime and ASB is alcohol-related, with the number of alcohol-related crimes and ASB incidents having increased over the last year. National studies[15] indicate that the proportions of people frequently consuming alcohol (58%) and 'binge drinking'[16] (15%) have been in steady decline over the last decade - a trend which has been attributed to both changing attitudes and reductions in the affordability of alcohol, particularly amongst the 18 to 30 age group. These trends have been reflected locally via the Nottingham Citizens' Survey.

Counterfeit tobacco is also widely available and in prevalent use and continues to present risks in terms of public health and organised criminality from a local to international level.

4.3 Changing Patterns of Crime and Anti-social Behaviour

Crime Trends

It should be emphasised that some of the increases in certain crime types reported in this section are the direct result of improvements in crime recording compliance over the previous year driven locally by the Commissioner and nationally by HMIC which have been reflected nationally and acknowledged by the Office of National Statistics.[17] For this reason, greater emphasis should be placed on the Crime Survey for England and Wales (CSEW).

For example, combined estimates from the Crime Survey for England and Wales (CSEW) and the Commercial Victimisation Survey (CVS) indicate that crimes against individuals, households and businesses fell by a further 16% in Nottinghamshire during 2014/15 despite the Force recording a 6% increase. These long-term reductions in crime reflect international trends and have continued despite changes in economic conditions and austerity measures.

The chart below shows the trend in respect of self-reported and Police recorded victim based crime in Nottinghamshire from 2005/6 to 2014/15 and estimates to 2019.

Victim-based crimes in Nottinghamshire are estimated to have fallen by 14% in 2014/15, reaching their lowest level since the Crime Survey began in 1981. National trends indicate that crimes against children (aged 10 to 15) also fell by 11%, while self-reported crimes against businesses[18] in the region fell by around 21%.

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[14]   Local Alcohol Profiles 2015, Public Health England, http://www.lape.org.uk/

[15]   Shepherd (2014), National Violence Surveillance network, Cardiff University, Opinions and Lifestyle Survey 2013

[16]   Reported to have consumed in excess of 8 (males) or 6 (females) units of alcohol in the last week

[17]   Office for National Statistics (ONS) reported in July 2015

[18]   Extrapolations based on East Midlands profile
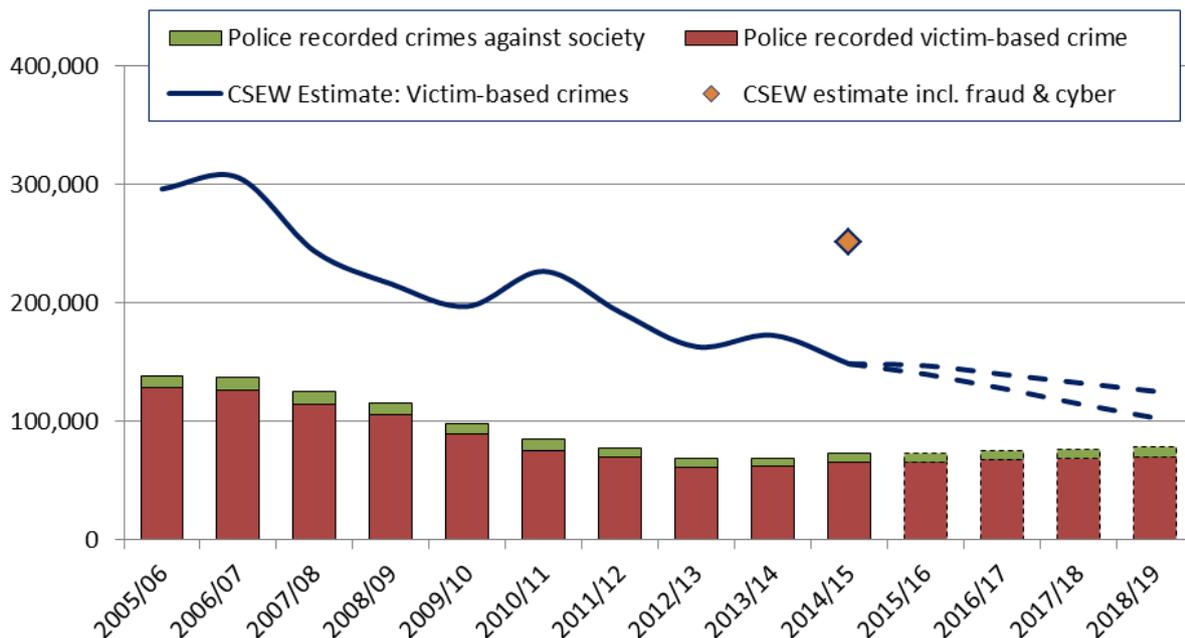
By contrast, the number of crimes recorded by Nottinghamshire Police increased by 6% in 2014/15 following long term reductions between 2003/04 and 2012/13. This marked the first annual increase since 2006/07 and has been impacted, in part, by improvements in crime recording compliance over the previous year which have been reflected nationally and acknowledged by the Office of National Statistics.

Violence against the person and sexual offences are amongst the crimes types most significantly impacted by improvements in recording compliance, while 'crimes against society'[19] increased by around 11% in 2014/15 against a static national trend. This increase was largely due to a significant (40%) increase in the number of public order offences recorded.

Risk of victimisation is highest in urban centres where it is compounded by concentrated populations, social and economic deprivation, the greater prevalence of drugs and alcohol and retail and night time economy hubs. As the largest urban area within the Force and a national 'core City', Nottingham accounted for 42% of all recorded crime in the area in 2014/15, while accounting for only 28% of the area's resident population. Lifestyle factors can also significantly increase the risk of victimisation, particularly with regard to alcohol consumption and the night time economy.

Volume Demand Incidents

Nottinghamshire Police receive high volumes of additional non-crime related 'calls for service' each year which can range from calls for assistance from other agencies, checks for safety and wellbeing, environmental issues and civil matters. As agency resources diminish and demand

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[19] 'Crimes against society' comprise offences that do not generally have a specific victim, such as drug offences, possession of weapons and public order offences

on our services continues to change, the challenge of determining which agency is best placed to respond to these issues becomes increasingly acute.

Violent Crime

Estimates from the Crime Survey for England and Wales indicate that violent crime rates remained relatively static in 2014/15 following a long-term downward trend over the previous ten years. In contrast, Police recorded violent crime increased locally (+22%) and nationally (+21%), largely due to improvements in compliance with crime recording standards. Violent crimes also remain a critical priority for the Police and Partner agencies on account of the level of threat, risk and harm they present[20].

Homicides recorded by the Police in Nottinghamshire fell steadily between 2004 and 2011 in line with national trends and now average around 12 per year.[21] Domestic homicides are relatively rare, with the 12 month average for Nottinghamshire having fallen from 3 to 1 over the previous two years.

'Violence against the person' offences recorded by the Police increased by 32% locally and 23% nationally in 2014/15, again, reflecting marked improvements in compliance with crime recording standards. This has impacted most notably on the 'violence without injury' category in which volumes have increased by 32% locally and 30% nationally. Self-reported victimisation captured via the CSEW indicates that there has been no significant change in rates of violence with or without injury over the last year nationally further supporting the explanation that the increase is due to more incidents reported being recorded as crimes.

Violence against the person offences remain heavily concentrated within the night time economy – particularly Nottingham City centre.

Knife Crime and Firearm Offences

Whilst knife-related offences have seen a 42% reduction in Nottinghamshire over the previous six years, and remains marginally higher (8%) than England and Wales average at around 550 per year, offences have seen a sharp rise since February 2015. For example, the number of incidents in July 2015 was almost double the rate in February 2015.

Possession of weapons offences recorded by the Police has increased markedly since March 2015, largely due to the number of knife and sharp instruments identified having risen by around 100 offences per year to 418 (+28%). Increases have been reflected across all local authority areas especially Nottingham City where the increase is more pronounced.

Firearms offences recorded by Nottinghamshire Police have reduced significantly over the previous six years, having fallen from a rate 41% higher than the England and Wales average in 2007/08 (270 offences) to a rate 20% below the England and Wales average in 2014/15 (76 offences). While criminal use of firearms in Nottinghamshire remains rare, the highest firearms

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[20] Nottinghamshire Police Risk Analysis Matrix – Strategic Intelligence Assessment 2015

[21] Based on a 3 year rolling average on account of the low volumes concerned

threat continues to relate to the use of handguns by organised crime groups involved in drug supply.

Robbery levels in Nottinghamshire have levelled off at around 1,000 per year following notable reductions between 2008/09 and 2012/13. While Police recorded robbery fell by around 13% nationally in 2014/15, this was largely due to substantial reductions in the Metropolitan Police area.

Domestic Abuse

Domestic abuse, which incorporates both recorded crimes and recorded incidents remains substantially underreported across and beyond Nottinghamshire, however, there are strong indications that the scale of underreporting is reducing rapidly. Domestic abuse crimes recorded by the Police increased by a further 5% in 2014/15; however the number of incidents recorded reduced by around 10%. The CSEW, indicates that actual prevalence of domestic abuse fell by 6.6% during the year with reductions in both non-physical abuse (emotional, financial) and use of Force.

Domestic abuse remains a critical priority for the Police and Partner agencies on account of the level of threat, risk and harm presented. While levels of recorded domestic abuse remain highest in the areas of greatest social and economic deprivation, it is widely recognised that victimisation can occur irrespective of socio-economic characteristics and have a lasting impact on those that experience it.

The scale and extent of Forced marriage and so called 'honour' based violence in Nottinghamshire remains largely unknown and changes in the way referrals to the Police are recorded has limited the ability to profile this form of victimisation at this time. These types of abuse tend to be linked to communities that do not always have confidence in reporting crimes to the Police. The flow of intelligence to the Force in these areas remains low despite additional resources having been put in place to improve the picture.

Sexual Offences

Sexual offences recorded by Nottinghamshire Police increased by a further 72% in 2014/15 to around 1,900 annually and reflect trends across all Police Forces nationally. This continues the pattern seen since 2012 in the wake of the Operation Yewtree investigations.[22] Trends have also been affected by improvements in compliance with crime recording standards, direct recording of other agency referrals and likely increases in confidence to report victimisation in light of the increased national profile. The Crime Survey for England and Wales indicates that there has been no significant change in self-reported levels of sexual assault nationally over the last ten years.

Offences of this nature often involve violence where the victim can be left traumatised, physically and psychologically violated and, in some cases, seriously injured. Sexual offences remain a

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[22]   The 'Yewtree Effect' in the wake of investigations connected to Jimmy Saville (HMIC's 2013 report 'Mistakes were made')

critical priority for the Police and Partner agencies on account of the level of threat, risk and harm they present.

Hate Crime

While trends in hate crime are difficult to determine, the Crime Survey for England and Wales[23] indicates that levels of severity of hate crime have declined markedly since 2007-09, particularly with regard to violent hate crime. While the proportion of victims reporting serious violence has reduced, minor assault or vandalism now account for around two thirds of self-reported hate crimes nationally. The risk of hate-related abuse being suffered on-line through media such as Twitter and Facebook remains high on account of the increasing levels of communication facilitated on-line.

Levels of hate crime recorded by the Police in Nottinghamshire have increased by around 6% over the last year, with hate crimes having risen by 19% and hate incidents having reduced by around 7% - again impacted in part by improvements in crime recording compliance. The proportion of reported hate crimes which were repeats has increased from 8% to 10% in the last year, and to 14% in the City. Local studies[24] indicate that only between 13% and 34% of incidents are ever reported to the Police.

Racially aggravated hate crimes and incidents recorded by the Police in Nottinghamshire have been rising steadily since 2013 and increased by 3% in 2014/15. Race remains the most commonly reported motivating factor in cases of hate crime, with factors such as the profile of extreme right wing ideologies in response to debates on immigration policy and financial austerity having potential to impact on the prevalence of this type of hate crime.

The 2015 Nottinghamshire Resident Survey found that while 48% of those surveyed felt that people from different ethnic backgrounds get along well together in the area, marking a 3% reduction on 2014. Perceptions also varied significantly by area, from 31% in Mansfield to around 60% in Broxtowe and Gedling.

Religion / faith related crimes and incidents recorded by Police reduced by 19% in 2014/15, with reductions seen across both crimes and incidents. There are indications that the risk of Islamophobia and anti-Semitic hate crime is increasing nationally against a backdrop of heightened concerns regarding terrorism and radicalisation, particularly in light of the Paris attacks in November 2015.

National victimisation surveys[25] indicate that homophobic and transphobic hate crime has declined significantly over recent years. This has been coupled with improvements in the way this form of hate crime is tackled in the workplace, schools and other institutions, and wider societal change such as the introduction of civil marriage for same sex couples in 2014. Police

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[23] Overview of Hate Crime in England and Wales, December 2013, ONS and MOJ

[24] 'No Place For Hate' 2014

[25] Homophobic Hate Crime: The Gay British Crime Survey 2013, Stonewall. The Teacher's Report 2014, Stonewall

recorded homophobic and transphobic hate crime and incidents, however, increased by around 11% in 2014/15 again, due in part to improvements in recording and reporting practices.

Disability hate crime maintains a high profile nationally in recognition of the extent to which this form of crime is underreported. The Crime Survey of England and Wales indicates that only around 3% of all incidents are reported and recorded by the Police. The number of crimes and incidents recorded in Nottinghamshire increased from 115 to 139 (21%) in 2014/15 as awareness, reporting and recording of the issue have improved

Cyber Crime

Cybercrimes[26] currently account for around 2% of all crime recorded by the Police[27], however this does not include the cyber-enabled offending such as harassment, 'malicious communications' and sexual offences committed or facilitated on-line and becoming increasingly prevalent factor in reported crime. Extrapolations based on the CSEW field trials which were reported for the first time in October 2015 indicate that at least 49,300 pure cybercrimes (such as hacking, computer viruses and denial of service attacks) are likely to have occurred in Nottinghamshire over the previous year involving over 43,000 victims. The majority of these cases are likely to have involved computer viruses (83%). it should be recognised that these estimates are still likely to underestimate the true extent of victimisation on account of some victims not being aware that they have been targeted.

Personally-directed cyber-enabled crimes such as cyber-bullying, on-line stalking and harassment, hate crime, 'sexting' and sexual exploitation recorded by Police continue to increase. Increases in on-line activity, including anonymous dating and webcam-based social media, continue to present new opportunities for offending.

These offences can have a deeply traumatic impact on victims, particularly repeat victims and those with mental health needs or other vulnerabilities. While there is strong evidence to suggest that awareness and reporting of these issues is increasing, the introduction of 'malicious communications', 'engaging in sexual communication with a child' and 'revenge porn' as notifiable offences in 2015 is also likely to result in a greater number of offences being captured by Police and improvements in the local and national intelligence picture.

Acquisitive Crimes

Acquisitive crimes continue to represent around 50% of all Police recorded crime in the area.

'Theft from person' offences recorded by the Police fell by 20% both locally and nationally and by 21% via the CSEW in 2014/15. This continues a general downward trend following a peak in offending in 2012/13 and is thought to be associated with improvements in smart phone security features and prevention[28].

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[26] ACPO Cybercrime Strategy 2009 defines cybercrime as "the use of networked computers or internet technology to commit or facilitate the commission of crime

[27] Based on the search used for the Home Office Annual Data Return for Cyber Crime,

[28] Crime in England and Wales, Year Ending March 2015, ONS

Vehicle crimes (thefts of and from vehicles) recorded by Police in Nottinghamshire fell by a further 2% locally and 6% nationally in 2014/15, continuing the long-term downward trend seen since the 1990's.

Vehicle Interference recorded by Nottinghamshire Police, however, increased by around 600 crimes to a rate nearly three times higher than in 2013/14. This is likely to reflect improvements in crime recording compliance[29].

Although relatively low in volume, there is a continued trend in offenders breaking into houses in order to steal car keys for the purpose of stealing vehicles. This offending is often linked to more organised criminality.

Burglary offences recorded by Nottinghamshire Police fell by around 3% in 2014/15, with domestic burglary falling by a further 9% locally and 7% nationally. This continues a long-term downward trend seen since the mid-1990s; however rates of reduction have plateaued in Nottinghamshire over recent years, following marked reductions between 2008/09 and 2011/12Shoplifting

Shoplifting offences recorded by Police in Nottinghamshire increased by a further 4% in 2014/15, continuing the trend seen since 2010/11. This may in part be due to improvements in reporting levels as indicated by the national Commercial Victimisation Survey (CVS)[30]. While the British Retail Consortium (BRC) reported a 4% reduction in levels of shoplifting experienced by the retailers surveyed nationally, it also found average values of in-store theft to have increased from around £177 to £241 in 2014.

Antisocial Behaviour (ASB)

ASB remains the most common community safety issue affecting residents of Nottinghamshire and remains heavily concentrated in City and town centres, correlating with concentrations in violent crime and criminal damage in the night time economy.

The CSEW indicates that the likelihood of adults witnessing or experiencing ASB in Nottinghamshire was comparable to the national average in 2014/15 at around 28% of all adults. Based on these findings, it can be estimated that around 251,000 residents are likely to have experienced ASB in some form over the last year, with levels having fallen steadily over recent years in line with national trends.

ASB incidents recorded by Nottinghamshire Police increased by 9% in 2014/15 bringing the rate of incidents in line with the national average. Increases were largely driven by a rise in reported 'nuisance' ASB (+12%) – affected, in part, by changes in arrangements for recording local authority ASB cases out of hours in the City via the 101 non-emergency number. Despite this, ASB is on course for a reduction of 38.5% by the end of 2015/16 compared to 2011/12 baseline.

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[29] Offences are now being investigated by the Force Telephone Investigation Bureau (TIB)

[30] Commercial Victimisation Survey indicates that the proportion of thefts by customers that go on to be reported to the police increased at a national level from 41% in 2012 to 44% in 2014

The number of recorded criminal damage and arson offences increased by 2% in 2014/15. However, there are clear indications that the rise has not been sustained in 2015/16.

The Crime Survey for England and Wales indicates that experience of drink-related ASB is significantly and consistently less widespread in Nottinghamshire than the national average, with only 5.3% reporting this to be a local issue compared to 9.8% across England and Wales.

Alcohol-related ASB is primarily concentrated in the night time economy areas, particularly Nottingham City centre. These incidents display clear weekly and seasonal patterns, which peak on Friday and Saturday nights, summer periods, bank holidays and during major sporting events. The profile of night time economy-related ASB is well understood, allowing for more targeted preventative intervention. Despite these significant concentrations, self-reported experience of drink-related ASB has shown year on year reductions since 2012/13, having fallen from 7.8% to 5.3% of adults stating that they have witnessed or experienced this form of ASB in the last year.

Road Safety

The number of people killed or seriously injured (KSI's) on the roads in Nottinghamshire continues to fall, having reduced by a further 15.5% in January to March 2015 compared to the same period the previous year. The total number of collisions reported is also reduced by 14.8%, equating to over 100 fewer accidents.

Risk of harm is also falling across almost all vulnerable road user categories with the exception of pedal cyclists killed or seriously injured. Despite these reductions, fatalities and injuries on the roads of Nottinghamshire continue to be a concern for the police, the public and other agencies.

Public Order, Extremism and Counter Terrorism

Protest activity within the area is predominantly low key and lawful, however a range of factors continue to present potential triggers for violence, disorder and extremist activity. These primarily comprise of political and economic triggers linked to extreme Right Wing activity and activism in response to Government austerity measures, spending and employment matters.

Nottinghamshire has not identified any local groups directly linked to domestic extremism, however, there are highly organised and sophisticated groups nationally and internationally who could have a potential impact locally. Public order offences recorded by the police saw a marked (40%) increase in 2014/15 – again, largely due to the impact of improved recording practices on low level offences such as affray and threats of violence.

The current International Terrorism Threat is assessed as severe – meaning that a terrorist attack is highly likely. There is also clear evidence that the national and international threat level continues to increase, particularly in the wake of the Paris 2015 attacks and increased intelligence relating to attempted attacks within the UK and Europe[31]. International tensions, particularly in Syria and Iraq, are increasing the risk of attacks against the West, alongside on-going threats relating to Al-Qaeda aligned ideology. The majority of individuals reportedly

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[31] MI5 Director General Andrew Parker 17th September 2015 - http://www.bbc.co.uk/programmes/p032qcgm - Seven known attempted incidents identified and tackled nationally over the previous 12 months.

indicating an extremist mind-set are doing so in relation to ISIL and on-going conflicts. Nottinghamshire has not identified any local groups directly linked to terrorism, however, there are highly organised and sophisticated groups nationally and internationally who could have a potential impact locally.

The threat of spontaneous volatile extremism from 'lone actors' remains high as does the risk of radicalisation amongst vulnerable individuals and marginalised groups, such as those in prison and disengaged young people. There is also a growing trend in there being a cyber/online element to the investigations, primarily involving individuals using apps and forums as a method of communication.

The risk of social and cultural pressures amongst individuals to live lifestyles that could leave them under increased threat of radicalisation remains a significant concern locally.

Individuals from the East Midlands region, some of whom are socially isolated and vulnerable, are known to have travelled or expressed a desire to travel to support ISIL (Islamic State in Iraq and the Levant) in Syria.

Early identification of these individuals is vital to ensure safeguarding and investigative opportunities are realised, with many having safeguarding and/or underlying mental health issues.

4.4 Changing Patterns of Victimisation

Victim Satisfaction

Satisfaction amongst victims of crime surveyed as part of the Home Office mandated victims survey has remained significantly higher than that of other comparable Police forces over recent years, with around 85% feeling satisfied with whole experience and action taken, 97% feeling satisfied with ease of contact and 95% feeling satisfied with the way they were treated. Reflecting national trends, satisfaction with follow-up has shown a steady deteriorating trend over the last year, having fallen from 80% in June 2014 to 77%. Deterioration in satisfaction amongst victims of vehicle crime has in part impacted upon this trend, with a clear disparity between levels in the City (83.8%) and County (86.6%).

Risk of Victimisation

Findings from the Crime Survey for England and Wales indicate that the risk of being the victim of crime in Nottinghamshire (16.3%) is falling and has since 2011 been steadily converging with the average for England and Wales (15.3%). Reductions in risk, severity and impact of crime, however, are not evenly distributed across the population and can vary significantly by location, personal characteristics, lifestyle and living circumstances.

Black and Minority Ethnic (BME) communities are over represented in terms of crime victimisation. It should also be noted, however, that rates of BME victimisation can also be skewed by a higher proportion of BME communities residing in urban areas.

Research studies have consistently demonstrated[32] that people with severe mental health conditions are significantly more likely to be a victim of crime, including violent crime, be more vulnerable to repeat victimisation and be more likely to be victimised by someone they know. A Street Triage pilot conducted by Nottinghamshire Police in 2014 revealed that around 7 mental health related incidents were being resourced per day.

People with complex needs such as drug, alcohol or mental health issues continue to be at higher than average risk of victimisation. Research conducted by Mind indicates that around 71% of people with mental health problems have been victimised in circumstances that they perceive to be related to their mental condition – a figure which rises to 90% amongst those in local authority housing.

Young people are also at disproportionately high risk of experiencing most crime types, including serious crime. Those aged 18 to 24 account for a high proportion of Police recorded victims of crime and only 11% of the resident population. The CSEW has reported nationally that around 12% of children aged 10 to 15 are victims of crime each year – a proportion which has remained relatively stable over the last three years. While young people remain disproportionately affected by violent crime, both the CSEW and Violence and Society Research Group at Cardiff University estimate that levels of violent crime experienced by 10 to 17 year olds has fallen by between 16% and 18% in the last year.

Student populations are at a disproportionately higher risk of victimisation, including violent crime and burglary. This can be affected by a range of factors, including lifestyle, population density and living circumstances.

Hidden Harm

A significant proportion of crime and ASB goes unreported to the police and other agencies. The reasons range from incidents being perceived as too trivial, not recognising the fact that they have been victimised, feelings that nothing could or would be done, feeling afraid of the consequences of reporting or feeling embarrassed, ashamed or that they will not be believed or taken seriously.

Evidence suggests that personally targeted offences such as domestic and sexual abuse, exploitation and hate crime remain substantially under-reported and, as such, the true extent of victimisation remains unknown. It is these and other areas of 'hidden harm' that present the greatest safeguarding risk to vulnerable victims. Those least likely to report their victimisation include:-

- BME communities, particularly where there are language or cultural barriers
- Male victims of personally targeted abuse, including victims of domestic and sexual violence

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[32] Victim Support, Mind and three Universities in London: At risk, yet dismissed: The criminal victimisation of people with mental health problems, 2013, Victim Support, Mind, St Georges, London and Kingston University, Kings College London and University College London.

- Young people who are more likely to feel that they will not be believed, fear of retaliation or a lack of awareness of the services available[33]

- People with mental health conditions[34]

- Larger businesses who may be more inclined to absorb losses from low level offending or wish to minimise the reputational impact of cyber crime

Modern Slavery / Human Trafficking

Local and national evidence is emerging of new patterns of offending in the UK by domestic and foreign nationals – particularly East Europeans who are lured to the UK by promises of profitable employment only to find their identity papers stolen and being compelled to work long hours for minimal rewards.[35] Modern slavery was introduced as a notifiable offence in April 2015 with a small number of cases being identified and recorded during the year. Levels of identified modern slavery offences are expected to increase further over the coming year as a result of proactive local activity, improvements in awareness and the increasing national profile of the issue. Offences are rarely carried out in isolation and are often linked with individuals who are involved in a range of other serious and organised crimes. The hidden nature of this offending and impact on victims who rarely recognise themselves as such has resulted in an increased impetus to improve understanding, awareness and response to this issue at both a local and national level.

Child Sexual Exploitation (CSE)

Children and young adult Child Sexual Exploitation offences recorded by Nottinghamshire police increased from 262 in 2013/14 to 605 in 2014/15 (+131%), driven in part by improvements in recording, identification, investigation and confidence to report victimisation.

Risk of CSE is often compounded by vulnerabilities such as mental health needs, drug or alcohol misuse and wider issues of social exclusion, with those experiencing abuse often not recognising themselves as victims. The use of technology is often a factor in these cases with social media often providing opportunities for offenders to make contact and groom children.

Furthermore, the National Crime Agency have highlighted an emerging trend of live streaming of child abuse for payment and the increased use of the 'hidden web' to disseminate indecent images of children. Investigations of this nature are typically highly complex and resource intensive, often with multiple interconnected victims and perpetrators. The scale and impact of this threat has led to CSE being identified as a national policing priority.

Female Genital Mutilation (FGM)

There have been no FGM-related prosecutions within Nottinghamshire to date, however the number of cases coming to the attention of the Police has increased from 1 in 2013/14 to 15 in

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[33] Findings from the CSEW 2012 indicate that while only 15% of 10 to 17 year olds report crime to the police, around 60% report incidents to teachers

[34] Research conducted by the mental health charity Mind indicates that around 30% of self-reported victims told no one about what had happened

[35] Strategic Assessment 2015/16 – Nottingham Crime and Drugs Partnership

2014/15. The majority of reported cases are identified as a result of medical complications, indicating that the true extent of victimisation is likely to be significantly higher. Communities predominantly affected by this practice include those of Somali, Sudanese and Sierra Leonean / West African descent.

HMIC's inspection of the Police service's response to crimes of 'honour'-based violence, forced marriage and female genital mutilation in 2015 found that Nottinghamshire, like most police forces nationally was adequately prepared to tackle these crimes in terms of in terms of leadership, governance, awareness and understanding and protection available to victims, but lacked the capacity to effectively investigate these crimes, work in partnership to identify and manage those at risk and close cases in an victim centred and timely way.

Rural Crime

Rural crime by its nature impacts predominantly on the rural communities of Bassetlaw, Newark and Sherwood, but also rural villages in Mansfield, Rushcliffe and Gedling. Offences predominantly comprise theft and vandalism, but can also include wildlife crime, heritage crime and anything else that affects the non-urban residents of Nottinghamshire. Offences of this nature can have a significant impact upon the local environment and livelihoods of their victims in these areas.

Although only comprising around 1% of all crime recorded within the Nottinghamshire, the number of crimes recorded in rural areas has increased by around 8% in the last year – largely driven by increases in criminal damage (+17%), vehicle theft (+45%), burglary (+9%) and other theft offences (+9%).

By contrast, the Home Office Commercial Victimisation survey indicates that the proportion of local agriculture, forestry and fishing premises experiencing crime in the region fell by around 15% between 2013 and 2014, while the 2015 Rural Crime Survey (NFU) also reported the overall cost of rural crime to have fallen by around 15% nationally since its peak in 2013. While the survey found tractor theft to be in continued decline as a result of improvements in inbuilt security and insurance discounts, the survey did identify a significant rise in the theft of quad bikes nationally.

The NFU survey also indicates that rural crime continues to become more sophisticated, while offences such as theft of livestock are being increasingly targeted at the most vulnerable communities. Offenders in Nottinghamshire are thought to operate across borders into neighbouring Forces, which means collaborative working is required to properly address the risk.

Business Crime

The Commercial Victimisation Survey (CVS) indicates that crimes against businesses continue to fall in the area, having reduced by a further 21% between 2013 and 2014. Reductions were most notable in the categories of fraud (-42%), theft by customers (-33%) and burglary (-32%). Self-reported incidents of on-line crime against businesses also fell by around 19% in 2014, largely due to a reduction in successful computer virus attacks (-24%). Crimes against businesses and shoplifting offences recorded by Nottinghamshire Police, meanwhile, increased

by around 5% and 4% respectively in 2014/15, continuing the upward trend seen since 2010/11. Shoplifting now accounts for around 11% of all recorded crimes.

4.5 Changing Patterns of Offending

Substance Misuse

Substance misuse remains a significant factor linked to offending. The proportion of new receptions to HMP Nottingham Prison that are identified as having a substance misuse problem (28%) is considerably greater than the general population (5.5%). The prevalence of Synthetic Cannabinoids (Spice) is also increasing and remains high within prison establishments where its use is becoming increasingly difficult to manage and linked to a rise in violence amongst inmates. The on-going risks associated with addiction and release into the community is likely to result in an increased demand for these substances.

There are risks, however, that the recent increase in the purity of and treatment presentations for heroin and crack cocaine will impact upon the nature and prevalence of acquisitive crime over the coming year.

Offender Management

Prolific offending has been in steady decline at a local and national level over recent years, due in part to improvements in the management of prolific offenders, reductions in problematic drug use and a multi-agency focus on tackling factors most commonly linked to their offending. The number of prolific offenders being managed statutorily through the Integrated Offender Management Programme is relatively evenly split across the City and County. Prolific offenders are more likely to exhibit needs relating to relationships, thinking and behaviour, alcohol and drug misuse. It has been recognised that housing services are also increasingly unable to meet the growing demand and complex needs of offenders as a result of limited resources and the impact of changes in housing legislation and benefits.

The number of MAPPA[36] eligible individuals identified with complex needs has been increasing over recent years. There were 1,511 MAPPA-eligible offenders in Nottinghamshire at the end of March 2015, marking a 12% increase on the previous year. While the number of Registered Sex Offenders remained relatively static at around 1,024, the number of violent offenders being managed locally via the MAPPA process increased by almost 50% to 487.

National evidence[37] indicates that the average age of perpetrators of sexual offending is getting younger.

Organised Criminality

A number of organised crime groups (OCGs) continue to be actively monitored and targeted across Nottinghamshire on account of the risk they present to local communities. OCGs affect

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[36]   Multi-agency public protection arrangements (MAPPA)

[37]   Child Exploitation and Online Protection Agency (CEOP)

multiple many communities across Nottinghamshire and beyond and their criminal activities are often well known and feared within those communities. While the number of OCGs subject to monitoring has increased over the last year, the number of OCGs assessed as 'High Risk' has fallen by almost a third. Known groups are relatively evenly distributed between the City and County areas; however larger groups are more commonly based in the City.

OCG activity can be diverse in scope and geographic coverage. Offences can include drug supply, human trafficking, and organised illegal immigration, grooming and sexual exploitation of children and young girls and economic crime such as high value fraud. Investigations are often highly complex and resource intensive, requiring new investigative skills and techniques.

There are indications that the resilience of local organised crime groups may be increasing as traditional communication methods, such as mobile phone networks, are being replaced by online communications which present investigatory challenges. There has also been evidence of OCGs interacting to achieve common aims, although disputes between OCGs still occur and can lead to an escalated risk of serious violence and retribution taking place - sometimes in public areas.

Cyber criminals operate across international borders and the UK is threatened from many locations in many countries, which makes it extremely complicated to tackle. The increasing globalisation of fraud, in particular, continues with much of it driven by enhanced communications infrastructure, in particular the increased availability of high speed internet access and low levels of regulation and law enforcement capabilities in some countries. Cyber criminals are organised, highly skilled and increasingly numerous and there is a recognised need to promote greater understanding of the threat and equip law enforcement agencies with the skills and capability to respond effectively.

Urban Street Gangs (USGs)[38]

USGs are generally more visible at a local level than higher tier organised crime groups but there are often connections between in that urban gang members may engage in street drug dealing on behalf of organised criminals and aspire to become organised crime groups in their own right.

USGs have a noticeable presence within the communities they affect and therefore have the potential to cause community harm. The threat from USGs is closely connected to tensions, threats of violence and retribution between rival groups and individuals which can manifest in serious violence, sometimes involving the use of firearms.

4.6 Public Perception and Community Engagement

In addition to the information contained in the following sections a report has been produced which consolidates findings from local consultation and engagement activity during 2015 to inform precept setting, planning and policy making for 2016/17 and beyond.[39]

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[38] There is a distinction between OCGs and USGs, the differences are primarily about the level of criminality, organisation, planning and control - Home Office (2011) Ending Gang and youth Violence

[39] Nottinghamshire Police and Crime Plan Priorities and Budget Consultation 2015/16

Neighbourhood Perceptions

Nottinghamshire's Annual Satisfaction Survey 2015 found that around 82% of residents in the County feeling very or fairly satisfied with their area as a place to live – a figure that has been increasing steadily over the previous two years. Average satisfaction can vary, however, from around 74% in Ashfield to 93% in Newark and Sherwood.

The CSEW indicates that the percentage of residents perceiving ASB to be a very or fairly big problem in Nottinghamshire has remained relatively static over the previous three years at around 8% and marginally below the England and Wales average of 10%. Within this category, however, the perception that drug use and dealing is a problem[40] (20%) and teenagers hanging around are a problem (13%) have been falling steadily over the previous two years, reflecting national trends.

Perceptions that rubbish and litter (34%), people being drunk or rowdy in public (16%) and noisy neighbours[41] (12%) are a problem in the area, however, have shown a steady upward trend over the previous year. Furthermore, the perception that rubbish and litter is a problem in the area remains notably higher than the England and Wales average of 27%.

Community Cohesion

Nottingham's[42] Strategic Assessment 2015 highlights that while Nottingham is generally a city where people get on, 'specific challenges exist in regard to East European migration that has seen the emergence of new communities with little or no community infrastructure to support integration or to assist with individual or community problems'. In Nottinghamshire, just under half of residents consulted (48%) via the Resident Survey feel that their area is a place where people from different ethnic backgrounds get on well together. Given the lower levels of ethnic diversity, around 32% feel that either they do not know whether people from different ethnic backgrounds get on well or there is not enough ethnic diversity in their local area to be able to comment.

Feelings of Safety

Around 74% of residents in the County report feeling safe in the area that they live after dark; however this was markedly lower in Ashfield (68%) and Bassetlaw (68%) and amongst disabled respondents and people aged 75 and over (62%). By contrast, feelings of safety after dark are generally highest in the Newark and Sherwood area (84%). The majority of respondents to the County satisfaction survey feel safe in their local area by day (95%) and when home alone at night (89%), marking no significant change on previous years.

In the City, 73% of residents surveyed in December 2015, reported feeling safe in the area that they live after dark which is higher than 2014 when it was 71%; however this was markedly lower in the City Centre where 51.1% feel very or fairly safe walking alone in the City Centre when its dark compared to 54.8% in 2014.

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[40] Trend also reflected via the Nottinghamshire Annual Satisfaction Survey

[41] Trend also reflected via the Nottinghamshire Annual Satisfaction Survey

[42] Nottingham Crime and Drugs Partnership

Public Priorities and Focus Groups

National longitudinal surveys of public opinion indicate that the extent to which the general public feel crime, law and order are important issues facing Britain has deteriorated significantly since 2008, while concerns regarding NHS / Health care and Immigration have been rising markedly since 2013. It should be noted, however, that increased national debate regarding the UKs policing capacity and capability - particularly in light of the November 2015 Paris attacks – is likely to have a marked impact upon this trend.

The chart below produced from Ipsos Mori data (2004 to 2015) shows this trend and on face value appears to correlate with the falling crime levels reported at section 4.3 above.

What do you see as the most important issues facing Britain Today? (Unprompted)
Source: Ipsos Mori 2004-2015
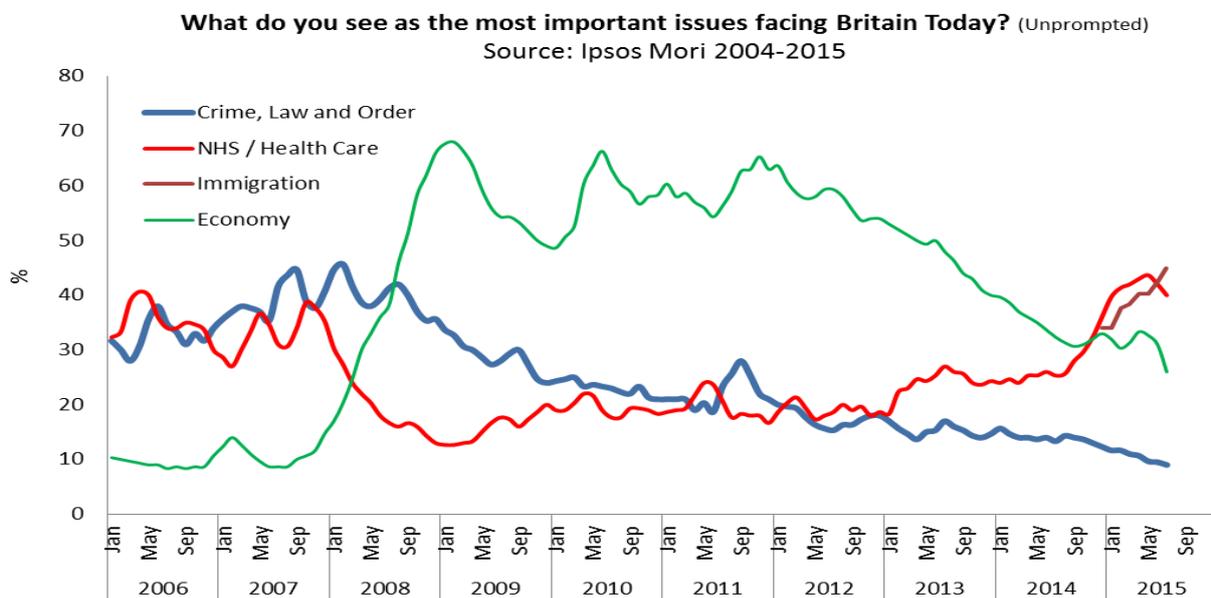
Despite 'Crime, Law and Order' reducing as the most important issue since January 2008, local[43] and national[44] analyses have found that the public's expectation of the Police service has not changed significantly over time.

Focus Group Consultation

Focus group activity was undertaken by Nottinghamshire Police during 2015. The main findings identified as being important to local communities within Nottinghamshire were:

- Visibility of Policing seen as a high priority - participants felt that such visibility would act as a deterrent.

- CCTV - In circumstances where there wasn't the availability of officers to visibly patrol, participants felt that should be utilised/increased in order to continue the deterrent effect.

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[43] Police and Crime Plan Priorities and Precept – Consultation Report, December 2015, Nottinghamshire Police

[44] 'Engaging Communities in Fighting Crime' report, Louise Casey, 2008

- Funding - participants would contribute more towards policing on the proviso that there was transparency in where the additional funding was spent and it was to support 'front line policing'.

- Regionalisation and collaborative working - was seen as an efficient way of working with a view to reducing hierarchy and senior managers.

- Increased utilisation of technology - investment in technology was deemed to be efficient if it could be demonstrated that such investment would save money and reduce bureaucracy in the long term.

- Focus should be - on the requirement to respond to vulnerable victims of crime; focus on violent crime and domestic abuse; dealing with repeat crimes and anti-social behaviour; manage substance misuse; prioritise serious & organised crime and cyber-crime.

County and City Surveys

In addition, to the findings reported above, participants surveyed during November and December 2015, in both City and County reported the following to be priorities:

- Appropriate Response - Provide a timely response to requests for service and be accessible and attend when needed.

- Protecting, supporting and responding to victims, witnesses and vulnerable people - was identified as the most important priority for the Commissioner (County, 36% and City 41%).

- In terms of crime types, Nottingham City's annual Respect survey[45] has consistently identified burglary as the most highly ranked crime-related concern (35% of respondents), followed by alcohol-related violence and disorder (16%). This is despite burglary reducing significantly during the year.

- Funding – of the 1,552 participants surveyed in the County, and 1,081 in the City, 36.7% (County) and 49% (City) said they would be prepared to pay more towards policing. A further 19.3% (County) and 19% (City) said they may or were not sure. A minority of respondents (County, 44% and City, 32%) said they were not prepared to pay more toward policing. These findings correlate to the Focus Group reported above.

Trust and Confidence

The Crime Survey for England and Wales indicates that public confidence in the Police in Nottinghamshire has been rising steadily since 2010, reaching the highest level ever recorded during 2014 (75%) and narrowing the gap between Nottinghamshire and the average for England and Wales (75%). This is despite increases in recording crime levels in the last few years. The chart below illustrates the trend.

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[45] Over 2,500 responses via a random sampling methodology

Nottinghamshire – Indicators of Public Perception: CSEW 2008-2015
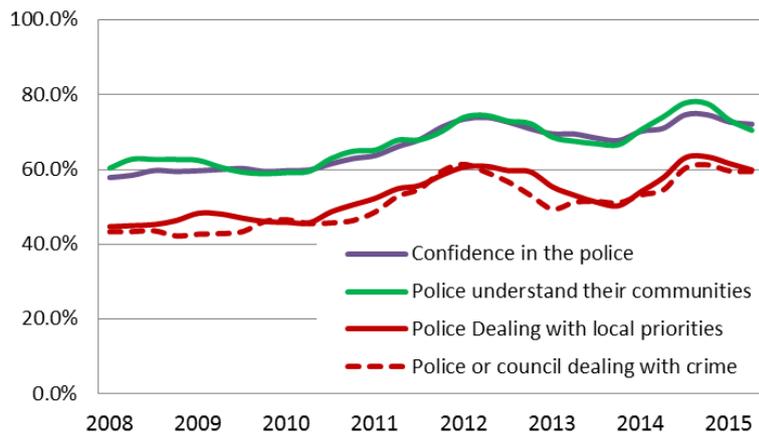
As seen in the Chart (left), the proportion of residents feeling that the Police understand their communities has followed a similar upward trend and is now also in line with the England and Wales average at around 70%.

In addition, the proportion of residents feeling Police treat people fairly as seen in the lower Chart (61%) or are doing a good or excellent job (55%) has, however, plateaued since 2012 and remain lower than the national averages of 66% and 62% respectively.
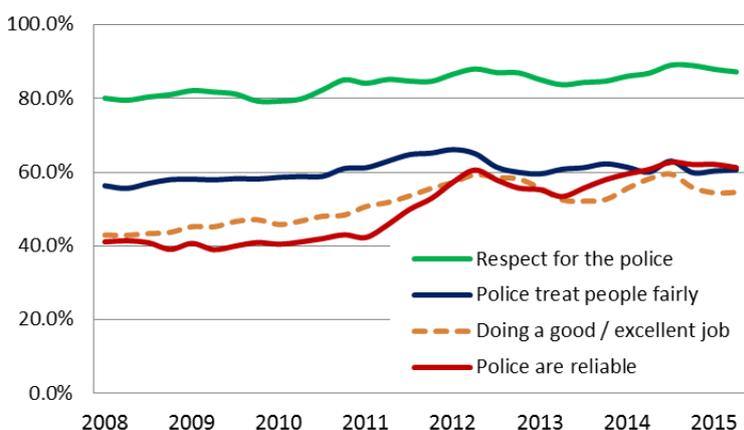
Police Complaints

The number of complaints made against the Police in Nottinghamshire has increased over the previous year and remain higher than the England and Wales average per 1,000 population. This is considered to be in part a reflection of the improvements made in recording practices and processes over the previous year.

Direct Consultation and Engagement by Commissioner and Deputy

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

Some engagement activities include:

- Consulting with the Chairs of Strategic Partnerships
- Walkabouts - in high crime areas across the City and the County
- Public Stakeholder Forums
- Monthly engagement with the Commissioner's BME Steering Group

- The Commissioner's website

- Commissioned focus groups

- Personal Meetings with Members of the Public and Stakeholders

- Police User Satisfaction Survey

- Crime Survey for England and Wales

- Neighbourhood Satisfaction Surveys

- Annual Residents Survey (Nottinghamshire County Council)

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

- Neighbourhood Priority Surveys (Nottinghamshire Police)

- Social Media (run through Corporate Communications)

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

Consultation and engagement with stakeholders and members of the public helps inform the Commissioner's priorities and activities to be delivered in his Police and Crime Plan. Crime figures and reported incidents alone cannot be the sole basis upon which resources are deployed.

Summer and Winter Events

During the summer and winter each year the Commissioner his Deputy and staff hold a number of events and make direct contact with the general public e.g. the Emergency Services, Pride, Caribbean carnival, the Newark Show and events held at key shopping centres. Members of the public were asked to complete a short questionnaire which asked four specific questions one concerning funding. For example, of the 593 questionnaires completed 44% felt that they would be prepared to pay more than £134.54 a year towards policing, only 20% would not be prepared to pay more and 36% were unsure. These findings are similar to the results obtained in the City and County surveys already reported.

The Commissioner has taken into account all of the findings arising from perception and satisfaction surveys and other consultation into consideration and where possible has included activities in his Delivery Plan shown as **Appendix B**.

5   Partnership Priorities

The Police Reform and Social Responsibility Act 2011[46] places a mutual duty on the Commissioner and responsible authorities in the Community Safety Partnerships (CSPs) to cooperate to reduce crime, disorder and reoffending. There is also a similar reciprocal duty on the Commissioner and Criminal Justice bodies to cooperate.

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[46]   Police Reform and Social Responsibility Act 2011

5.1 Nottingham Crime and Drugs Partnership (CDP) Priorities

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

- Violence (including Domestic Violence, 'Other' Violence and Night Time Economy Violence
- Sexual Offences
- Serious and Organised Crime (including Ending Gang and Youth Violence and Weapon Enabled Offences)
- Burglary
- Drug and Alcohol Misuse
- Anti-Social Behaviour

The CDP will focus on:

- High Impact Neighbourhoods. (These are the priority problem places, premises and people for partnership focus through locality working and problem solving).
- The CDP will also monitor Hate Crime through the existing arrangements in the City. This will enable the Board to be sighted on concerns and issues on a regular basis and to consider where the Board can add value as required.

5.2 Safer Nottinghamshire Board (SNB) Priorities

The SNB priorities are to tackle:

- Vulnerable localities
- Vulnerable people (and the two are strongly correlated)
- Hate crime (including work around preventing violent extremism)
- Domestic and Sexual abuse
- Serious and/or organised crime (including some work around CSE)
- Substance misuse

The SNB will focus on:

Developing strategic approaches to those areas and issues within the County that present the greatest threat, harm and risk, clustered around the headings listed above. Aligned to this will be improved working within targeted areas of the County, building on the outcomes of the review of Partnership Plus Areas, including more effective locality working. Whenever possible, a preventative approach will be adopted, tackling issues as early as possible.

6 Strategic Policing Requirement (SPR)

There are some aspects of policing that require a national response, balancing between localism and national requirements. The Strategic Policing Requirement (SPR), sets out the national threats and the appropriate national policing capabilities that are required to counter those threats.[47] The Commissioner and the Chief Constable are required to have due regard to the SPR.[48]

The Commissioner is required to have regard to this SPR when issuing or varying his Police and Crime Plan. He must keep his plan under review in light of any changes made to the SPR by the Home Secretary. The Chief Constable must have regard to both the Police and Crime Plan and the SPR when exercising his function and the Commissioner will hold him to account for doing so. The following threats are identified as:

- Terrorism

- Serious and Organised Crime (which demand a national coordinated response)

- A National Cyber Security Incident

- Threats to public order or public safety (involving more than one force)

- Civil emergencies (that require an aggregated response across police force boundaries)

- Child sexual abuse (if it is a threat of national importance)

7 Delivering Our Strategic Priorities

Victimisation surveys indicate that the overall prevalence of crime and ASB continues to fall across Nottinghamshire and is forecast to fall further over the next four years. Despite this trend, the level of violent crime, safeguarding and 'hidden harm' being captured by the Police is increasing significantly. This increase in what can be highly resource intensive demand is largely due to improvements in risk management processes, compliance with crime recording standards, greater Police and Partnership pro-activity and increasing levels of identified complex need.

Fraud and pure cybercrime (such as hacking and computer viruses) could account for a further 69% of crime, which until 2015 had not been captured via national self-victimisation surveys. While overall levels of acquisitive crime are in decline, recorded shoplifting offences have been increasing steadily over the previous two years, while theft offences in rural areas of County are also increasing.

There are indications that the risks associated with problematic drug use (prevalence and purity) may be increasing and have the potential to impact upon acquisitive crime levels in the area. New Psychoactive Substances (NPS) remain readily accessible locally and online and while use is increasing and while little is known about the risks they present to local communities present,

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

[48] https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/417116/The_Strategic_Policing_Requirement.pdf

synthetic cannabinoids remain a problematic driver of violent and erratic behaviour within local prison establishments. Alcohol also remains a significant factor linked to anti-social behaviour, violent crime, vulnerability and long term health risks.

Personally targeted cyber-enabled crimes experienced or facilitated on-line represent one of the fastest growing areas of identified vulnerability. Although evidence suggests that the levels of hidden harm being identified are increasing, domestic, sexual and other personally targeted abuse, including Child Sexual Exploitation (CSE) and Modern Slavery continue to present a significant risk to vulnerable victims. The longer term challenge of managing and reducing complex demand as public sector resources reduce remains a critical risk.

While levels of offending appear in decline, developments in technology and social media continue to present new opportunities for organised and personally targeted offending. On-line offending in particular is presents an increasing challenge for enforcement agencies on account of the anonymity often afforded by to perpetrators and the technical capabilities often required in response.

Although the impact and threat linked to Urban Street Gangs in the area has diminished over recent years, there remains significant potential for new gangs to become established.

The international terrorism threat has escalated over the previous year and the risk locally and nationally of vulnerable individuals becoming subject to radicalisation and extremist ideologies remains high. The Home Office, however, have not identified Nottinghamshire as a priority area for additional counter terrorism activity.

Systematic[49] assessments of threat, risk and harm undertaken by Nottinghamshire Police and local Partnerships has identified a number of key threats which present a significant risk to local communities based on their likelihood and impact. These include domestic and sexual abuse, violence, Urban Street Gangs, organised crime - including sexual exploitation and modern slavery - fraud, terrorism and extremism.

Research indicates that the issues of greatest concern to local communities are generally reflective of the national profile in Nottinghamshire, with residents wanting the Police to; be visible and active in their communities, respond when needed, keep people informed, tackle the issues that matter most to local people and prevent crime and ASB.

Public confidence in the Police locally has been rising steadily since 2010, coupled with increase in the proportion of residents feeling that the Police understand their communities. The proportion of residents feeling that the Police 'treat people fairly' and 'do a good or excellent job', however, has plateaued over the last year. Performance across these indicators also remains below average when compared to the national picture.

Although levels of complex and resource intensive demand presenting to crime and community safety agencies are increasing, the central government funding available to meet demand is

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[49] Factors prioritised via a structured victim-centric approach which assesses the impact of issues on the basis of Threat, Harm, Risk, Investigation opportunities, Vulnerability of victim and Engagement level required to resolve the issue

expected to remain static over the next four years. Building upon the Aurora II Programme, agencies will therefore be required to fundamentally review their delivery structures, priorities and levels service to ensure that they remain both effective and sustainable.

The challenge and implications of meeting future demand will need to form the basis of extensive public, Partner and stakeholder engagement over the coming year while local, regional and national approaches to collaboration, strategic alliance and devolution continue to be explored.

Taking account of the performance challenges and risks identified in the Police and Crime Needs Assessment 2015 (PCNA) and feedback received from the consultation and engagement exercises, the strategic priorities remain the same. The recommendations arising from the PCPNA are summarised in the following sections in relation to each of the seven strategic themes. In response to these recommendations, in order to tackle or mitigate the risks identified, a number of additional activities will be undertaken. These will be monitored and reported on a quarterly basis.

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

8 Measuring How Well We Are Doing

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

Strategic Priority Theme 1: Protect, support and respond to victims, witnesses and vulnerable people			
Measure		Objective	Target
1	Percentage of victims of crime that are completely, very or fairly satisfied with the service they have received from the Police	A year-on-year improvement in satisfaction levels	90% of victims completely, very or fairly satisfied
2	Percentage of victims and witnesses satisfied with the services provided in court	A year-on-year improvement in satisfaction levels	An increase in the percentage of victims and witnesses satisfied compared to 2015-16.
3	Percentage of people who agree that the Police and council are dealing with local anti-social behaviour (ASB) and other crime issues	A year-on-year improvement in agreement levels	60% agreement by 2016-17

4	Percentage reduction of people that have been repeat victims within the previous 12 months	Reduce the number of repeat victims of domestic violence, hate crime and ASB	a) A reduction in the number of repeat victims of domestic violence compared to 2015-16 b) Monitor High Risk Repeats c) Monitor Medium/Standard Risk
			d) A reduction in the number of repeat victims of hate crime compared to 2015-16
			e) To monitor repeat victims of anti-social behaviour incidents
			f) To monitor the number of domestic abuse incidents and crimes and proportion which are repeats.
5	Public confidence in reporting offences to the Police	i) Encourage the increased reporting of serious sexual offences and sexual offences as a whole	To monitor the number of Serious Sexual and sexual offences as a whole
		ii) Encourage the increased reporting of domestic abuse (incidents and offences)	To monitor satisfaction levels of victims of domestic abuse through the Force Victim Surveys
		iii) Encourage the increased reporting and identification of Hate Crime	To monitor the number of Hate Crimes and proportion which are repeats.[50]
6	The number of people Killed or Seriously Injured (KSIs) on Nottinghamshire's roads	i) 40% reduction in all KSI RTCs by 2020 (from 2005-09 average)	To maintain a reduction in the number of persons KSI on Nottinghamshire's roads, in-line with the Nottinghamshire Road Safety Partnership target of a 50% reduction by 2020 (from the 2005-2009 baseline).[51]
		ii) Monitor KSIs for 0-15 year olds	The number of KSIs for 0-15 year olds
7	The number of non-crime related mental health patients detained in custody suites	Reduce the number of non-crime related mental health patients detained in custody suites	A reduction in the number of non-crime related mental health patients detained in custody suites compared to 2015-16
8	The number of children being detained in police custody overnight[52]	To reduce the number of children being detained in police custody overnight	A reduction in the number of children detained in police custody overnight compared to 2015-16

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

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

[52] HMIC has raised concerns that too many children are detained overnight. This measure is included this year so that more robust action is taken to work with local authorities to provide alternative accommodation.

	Percentage of incidents responded to within the target time	Ensure that demand for service is responded to appropriately by reducing demand and attending Grade 1 and 2 calls quickly	To monitor the percentage of Grade 1 and Grade 2 Incidents attended within the prescribed timescales.
9			a) Rural
			b) Urban

Why is it important?

Surveys identify getting back to victims and keeping them informed is a priority for improving satisfaction.

Supporting victims and witnesses improves sure and swift justice.

Community engagement and consultation identifies a need to improve accessibility and visibility of the Police in local communities.

Performance figures identify high levels of repeat victims. The Commissioner's focus is that victims are the most important part of any crime. New measures are introduced in this year's plan to monitor repeat victimisation for both high risk and medium/standard risk.

Domestic violence accounts for 40% of the reported violence against a person; a significant proportion is repeat victimisation.

There are a high number of people killed or seriously injured on Nottinghamshire's roads.

It's important to ensure that any changes to the Police operating model does not adversely impact response times especially in rural areas. Rural and Urban response times will be monitored.

Strategic Priority Theme 2: (Subject to Change when CJ Performance Framework Approved)		
Improve the efficiency, accessibility and effectiveness of the criminal justice process		
Measure	Objective	Target
1	Percentage of Crown Court files to be submitted by the Police to the Crown Prosecution Service on time and without errors	A continued improvement in the quality and timeliness of files submitted by the Police to the Crown Prosecution Service	An improvement in the quality of files as monitored through the 6 weekly audit of files by the Operational Business Support Unit, with good performance and areas for development reported through the Crime and Justice Operational Performance review and PCC delivery Plan.
2	Crown Court and Magistrates conviction rates	A continued improvement in the conviction rates for the Crown Court and Magistrates Court	To record a conviction rate in line with the national average
3	Early Guilty Plea Rate for the Crown Court and Magistrates Court	The Police and CPS to effect continued improvement in the Early Guilty Plea rate for the Crown Court and Magistrates Court	a) An increase in the Early Guilty Plea rate compared to 2015-16. b) To be better than the national average
4	Percentage of effective trials in the Magistrates' and Crown Courts (HMCTS Measure)	The Police and CPS to effect continued improvement in the Effective Trial Rate for the Crown Court and Magistrates Court	a) Reduce % ineffective trials due to prosecution team reasons compared to 2015-16.

		b) Achieve a year on year improvement in effective trial rates.

Why is it important?

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

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

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

Strategic Priority Theme 3:		
Focus on those priority crime types and local areas that are most affected by crime and anti-social behaviour		
Measure	Objective	Target
1 Reduction in 'All Crime' across the Force	i) Reduce Crime in Nottinghamshire with a focus on reducing offences which have a high victim impact and reducing offences in those local areas which experience a high level of crime.	a) A reduction in All Crime compared to 2015-16.[53]
		b) A reduction in the number of victim-based crimes compared to 2015-16.[54]
		c) To monitor the number of offences in those local areas which experience a high level of crime.[55]
	ii) To ensure that rural crime does not increase	To reduce the levels of rural crime compared to 2015-16 and report on: a) Rural[56] b) Urban
2 Reduction in anti-social behaviour (ASB) incidents across the Force	Reduce ASB incidents in Nottinghamshire with a focus on those local areas which experience a high level of ASB	A reduction in ASB incidents compared to 2015-16 and report on: a) Personal b) Nuisance c) Environmental

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

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

[55] PPA Locality areas targeted in the County and High Impact Areas in the City

[56] Force to provide breakdown on Rural Towns and fringes and Rural Villages when monitoring this measure

| 3 | The detection rate (including Positive Outcomes) for Victim-Based Crime | i) An improvement in the detection rate (including positive outcomes) for victim-based offences | a) An increase in the detection rate for victim-based crime where Threat, Harm or Risk is high e.g. serious sexual crime.[57]

 b) To monitor Detection rate for Total Crime.[58] |
| | | ii) To ensure the appropriate and effective use of Community Resolution disposals | a) To monitor the proportion of Community Resolution disposals. |

Why is it important?

There is a national target to reduce crime.

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

The Commissioner is now responsible for commissioning victim services.

It's important that any changes to the Police operating model does not have any adverse impact on rural communities. Further monitoring of hamlets, towns and villages will be undertaking in this year's plan.

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

Greater emphasis is placed on increasing the detection levels for victim based crimes where threat, harm and risk are high.

Strategic Priority Theme 4: Reduce the impact of drugs and alcohol on levels of crime and anti-social behaviour		
Measure	**Objective**	**Target**
1	The number of Alcohol-related crimes	Reducing alcohol related crime and ASB[59]	a) To monitor the number of crimes and ASB which appear to be alcohol-related b) To monitor the proportion of alcohol-related violent crime
		Reduce alcohol related crime and ASB in the Night Time Economy (NTE)	To monitor the number of violent crimes and ASB which appear to be alcohol-related in the NTE
2	Reoffending of drug fuelled offenders in the Force IOM cohort	An evidenced improvement in reoffending levels and seriousness of offences committed by drug-fuelled offenders in the IOM cohort	To monitor the number and seriousness of offences committed by drug-fuelled offenders in the IOM cohort (2 cohorts throughout the year will be monitored quarterly)

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[57] Force to determine crime categories where Threat, Harm and Risk is considered high

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

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

Why is it important?

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

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

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

The introduction of the Anti-social Behaviour, Crime and Policing Act has introduced new powers for policing and community safety. The number of times the new ASB Powers are utilised will be monitored through the PCC Delivery Plan.[60]

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

Strategic Priority Theme 5:
Reduce the threat from organised crime

	Measure	Objective	Target
1	The number of Proceeds of Crime Act (POCA) confiscation and forfeiture orders	To improve the POCA process and maximise opportunities to publicise successful POCA operations in order to improve public confidence	A 10% increase in the number of orders compared to 2015-16 A 10% increase in the total value of all orders compared to 2015-16[61]
2	Force threat, harm and risk (THR) assessment level	To meet the Strategic Policing requirements of capability and capacity	To reduce the Threat, Harm and Risk below the 2015-16 level
3	Reported drug offences	To encourage the increased reporting of offences of the production and supply of drugs	To monitor the number of production and supply of drugs offences
4	The number of Cybercrimes	To better understand and tackle cybercrime through identification and monitoring cybercrime[62] levels.	Monitor the number of Cybercrimes in 2016-17.

Why is it important?

There are further opportunities to generate income from those involved in organised crime under the Proceeds of Crime Act. Whilst the number of orders has increased during 2015-16, the value of orders has fallen. Increasing the value of POCA will further frustrate criminal activity and provide further income to tackle other criminals.

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

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

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

[61] Whilst the numbers of POCA orders have increased during the year the overall value is reducing. This new measure will help monitoring progress in this area.

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

Strategic Priority Theme 6:		
Prevention, early intervention and reduction in re-offending[63]		
Measure	Objective	Target
1 Reoffending of offenders in the Force IOM cohort	An evidenced improvement in reoffending levels and seriousness of offending from offenders in the IOM cohort	Monitor the number and seriousness of offences committed by offenders in the IOM cohort (2 cohorts throughout the year will be monitored quarterly)
2 Youth Offender reoffending rates	To better understand youth reoffending and to create a baseline for future performance monitoring	To monitor reoffending rates and offending levels of youth offenders in the Youth Justice System
3 Community Resolutions for Youth Offenders	To better understand recidivism in Youth Offenders following a Community Resolution disposal, and to create a baseline for future performance monitoring	To monitor reoffending in Youth Offenders who have received a community resolution

Why is it important?

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

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

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

Strategic Priority Theme 7:		
Spending your money wisely		
Measure	Objective	Target
1 Make efficiency savings	Make savings in line with MTFP by the end of each financial year Ensure that detailed plans are in place to ensure the savings target is met.	£12m
2 Total number of days lost to sickness	Reduce the number of days lost to sickness to ensure that the Force remains in line with national trends	a) 3.7% for officers (8.2 days) b) 3.7 % for staff (8.2 days)

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

3	BME representation	To reduce the gap in current BME representation within the Force and local BME community representation in respect of: Recruitment for officers and staff to reflect the local community	Increase BME representation within the Force to reflect the BME community[64]
4	Improve data quality[65] and compliance with national recording standards.	To improve the quality and integrity of data recording to ensure that crime is better understood, ethically recorded and responded to.	Compliance rate with national recording standard in respect of Total Crime.[66]
5	Manage Demand for Service with partners	Reduce Unnecessary Demand for Service	Monitor the number of: a) Total Calls received at Control Room b) 999 calls per 100k Population

Why is it important?

The Commissioner has a legal requirement to provide a balanced budget and monitor actual spend against budget for Police and crime.

Sickness monitoring contributes to providing an effective and efficient workforce.

The Commissioner aims to ensure that Nottinghamshire Police is an employer that reflects the communities it serves.

The public need to be assured that they can rely on Police crime figures and in order to build trust and confidence its importance to publish the results.

With diminishing resources, managing demand by reducing unnecessary calls for Police service is more important now *than it's ever been so that resources are available to respond to incidents which carry a high Threat, Harm or Risk to people living, working or visiting Nottinghamshire. HMIC Value for Money Profiles 2015 identifies that Nottingham has one of the highest 999 calls per 1000 population nationally.*

9 Accountability

The Police and Crime Plan sets out the Commissioner's governance and accountability arrangements; these are further outlined in the Commissioner's Governance Framework.[67] Other financial reports and statements of accounts are published on the Commissioner's web site.[68]

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

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

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

[67] http://www.nottinghamshire.pcc.police.uk/Document-Library/Public-Information/Policies-and-Procedures/Governance-Framework.pdf

[68] http://www.nottinghamshire.pcc.police.uk/Our-Money/Annual-Accounts.aspx

10 Resourcing Our Priorities

Since setting his first budget for 2013-14, which was itself challenging, the pressure on the Commissioner's budget has increased substantially. Over the last four years efficiency savings of £42.6m have been needed to deliver annual balanced budgets.

In 2012-13 and 2013-14 achieving efficiencies was comparatively easy and underspends in other areas also developed. But 2014-15 saw the start of it becoming increasingly difficult to achieve the required savings programme and an additional £2m was used from reserves (total over £4m) to balance the budget by the end of the year.

2015-16 has proved to be the toughest year to date. Efficiency programmes have not been delivered in full and in addition to this errors in the budget were identified during the year. This has resulted in an estimated £9.3m being required from reserves to balance the budget. This does not include any costs associated with the Voluntary Redundancy Scheme where payments may be required by the end of the year for which there is no budget provision or saving to offset.

2016-17 was always going to be a challenging year, not only were grant cuts expected against a picture of increasing usual costs (e.g. pay awards and price inflation), but also plans were made for an estimated £3.5m cost pressure from the change in National Insurance contributions.

In creating the budget for 2016-17 additional cost pressures of £11m have been identified and an efficiency plan of £12m has been developed. This is less than originally anticipated due to the better settlement and in part due to the increase in the council tax base which delivered £1m more than estimated.

10.1 Police Employees

The table below details the workforce movements Budget 2015-16 v Budget 2016-17.

	2015-16 Budgeted Total FTE's	2016-17 Budgeted Total FTE's	Movements FTE's
Police Officers			
Local Policing	1,306	1,269	-37
Specialist Services	493	454	-39
Corporate Services	42	39	-3
Region	81	128	47
	1,922	**1,841**	**-81**
Police Staff			
PCSO	253	228	-25
Other Police Staff	1,221	1,312	91
	1,474	**1,540**	**66**
TOTAL	**3,396**	**3,381**	**-15**

10.2 Efficiency Savings

There are robust plans in place to deliver savings both locally and regionally but further work will need to be undertaken to achieve the required savings plans through to 2020, but the work started on transformation should enable balanced budgets to be set.

There is still a lack of clarity in relation to future budgets and the amount that would be top sliced before allocation to the individual forces. The amount of top slicing has been increasing significantly over recent years and between 2015-16 and 2016-17 is increasing from £159.6m to £218.4m.

The table below summarises the savings plans currently in place for the next financial year:

Efficiencies	2016-17 £m
MRP	1.0
Reduction of Officers and Staff (DTF)	5.0
Non Pay savings	1.7
Reduction in acting up	0.5
Voluntary redundancy, DTF Business cases, Shift review	3.5
Internal Efficiencies	**12.0**

There will be a focus on the Force's efficiency savings programme which will be monitored by the Commissioner and reported to the Joint Audit and Scrutiny Panel to demonstrate delivering improved value for money policing.

The estimated funding for the Police & Crime Commissioner over the next four years (and compared with this year) is shown in the table below:

Funding Available	2015-16 £m	2016-17 £m	2017-18 £m	2018-19 £m	2019-20 £m
Police & Crime Grant	126.8	126.1	123.4	120.7	118.1
Council Tax Legacy Grant[69]	9.7	9.7	9.7	9.7	9.7
Precept	52.4	54.4	55.8	57.2	58.6
Collection fund surplus/(deficit)	0.7	1.0[70]			
TOTAL	189.6	191.2	188.9	187.6	186.4

The expenditure requirements of the Force and the Office of the Police & Crime Commissioner are continuously reviewed and monitored to ensure value for money. The role and responsibility of the Commissioner is to set a balanced budget assured that the Force has robust systems in place for producing a full budget.

Officers, staff and PCSO's account for almost 80% of budgeted net expenditure and as such are a major asset for the organisation. The pace at which Police Officers, PCSO's and staff leave the organisation can fluctuate year on year, but this is budgeted for.

There has also been a recruitment freeze in place since the summer of 2015. The revenue budget report details the assumptions made for budgeting purposes. Inflation and pay awards provide a significant cost pressure. This is constantly reviewed for accuracy.

Total Net Expenditure requirements are provided below:

Expenditure Summary	2015-16 £m	2016-17 £m	2017-18 £m	2018-19 £m	2019-20 £m
Previous year net expenditure	193.8	191.2	190.2	188.9	186.4
Net changes for pressures	8.4	11.0	3.3	2.8	3.0
Net expenditure requirement	202.2	202.2	193.5	191.7	189.4

There is still work to do to achieve the required savings plans through to 2020, but the work started on transformation should enable balanced budgets to be set.

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[69] Legacy Grant is subject to review as part of the funding formula review

[70] The surplus to be received in 2016-17 will be transferred to reserves

There is still a lack of clarity in relation to future budgets and the amount that would be top sliced before allocation to the individual forces. The amount of top slicing has been increasing significantly over recent years and between 2015-16 and 2016-17 is increasing from £159.6m to £218.4m.

The budgeted summary financial position is as detailed below:

	2015-16 £m	2016-17 £m	2017-18 £m	2018-19 £m	2019-20 £m
Policing element					
Net Expenditure	197.7	197.6	188.9	187.1	184.8
Savings efficiencies & reserves	(10.9)	(12.0)	(3.9)	(4.5)	(4.8)
sub-total	**186.8**	**185.6**	**185.0**	**182.6**	**180.0**
Grants and Commissioning					
Net Expenditure	4.5	4.6	4.6	4.6	4.6
Savings efficiencies & reserves	(0.1)				
sub-total	**4.4**	**4.6**	**4.6**	**4.6**	**4.6**
Total net expenditure	**191.2**	**190.2**	**189.6**	**187.2**	**184.6**
Grants	136.5	135.8	133.1	130.4	127.8
Precept	52.4	54.4	55.8	57.2	58.6
Collection Fund Surplus		1.0			
Total Financing	**189.6**	**191.2**	**188.9**	**187.6**	**186.4**
Contribution (from)/to Reserves incl above	(9.3)*	1.0			
Further savings required			0.7	(0.4)	(1.8)

Following the estimated requirement for £9.3m of reserves in 2015-16 there is insufficient reserves available should the efficiency programme not be delivered in full. Plans to replace the reserves utilised over recent years are planned to commence in 2018-19.[71]

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

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[71] * The original budget for 2015-16 assumed a contribution from reserves of £1.6m. During the year the pressures have built and errors in budgeting identified. At the time of writing this report it is estimated that there will need to be a £9.3m contribution from reserves to balance to the budget. It could be slightly higher than this with an element being repaid in April 2016.

11 Delivering Value for Money

Collaboration and Innovation

As a region, forces have been collaborating for a numbers of years. This has provided resilience to teams so small it becomes difficult to deliver an effective service but in later years significant savings have been delivered. Collaborate savings will continue to be generated year on year and be monitored and updated as the true level of savings becomes known. The Commissioner has been successful in obtaining Innovation Grant Funding to pump prime new areas of collaborations and new ways of working that will generate future savings.

Devolution

At a local level the Commissioner is supportive of the Devolution agenda. However, the elections in May 2016 will be appointing a PCC for a further 4 years. How this is then incorporated into a timetable for devolution will need to be planned for appropriately.

Strategic Alliance

The Commissioner and Chief Constables across three force areas: Nottinghamshire, Leicestershire and Northamptonshire; have agreed to enter into a Strategic Alliance for all of the elements of the service that are not currently within a collaboration agreement.

It is envisaged that this will bring a significant change to the way in which Policing is provided across the three counties and deliver the needed savings to balance future year's budgets.

The final business case for the Strategic Alliance is being prepared and will be available in March 2016. There is much work from the financial view that needs to be done to support this and each Commissioner may need to finance their contribution in different ways (e.g. reserves/capital contributions/revenue contributions) the final plan will then require revised budgets to support this.

12 Smart Commissioning

Community Safety Fund

The Commissioner commissions the majority of community safety work through City and County Community Safety Partnerships (CSPs), which bring together local stakeholders who are well placed to understand local need and priorities. In addition, he supports grassroots community safety activity by grant funding third sector organisations through his Community Safety Fund.[72]

In 2015-6 the Commissioner awarded £273,323 in grants to 26 third sector organisations as part of the Community Safety Fund. Diverse initiatives are funded, including diversionary work with young people to prevent anti-social behaviour and further offending, work with young people to

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[72] http://www.nottinghamshire.pcc.police.uk/Our-Money/Grants-and-Funding/Community-Safety-Fund-2016-17.aspx

build their trust and confidence in the Police, support for a campaign to end female genital mutilation, specialist support for young survivors of sexual abuse and practical help for disabled people experiencing hate crime.

The Commissioner launched his Community Safety Fund (2016-17) in December 2015. New projects will begin in April 2016. Priorities for funding include support for survivors of sexual abuse, help for vulnerable people who have complex needs and risk victimisation, initiatives aimed at driving down rural crime, innovative BME-led projects and those initiatives which support new and emerging communities to establish positive relationships with the Police.

Victim Services

The Commissioner became responsible for commissioning local victim support services in 2014, a role previously held by Ministry of Justice (MoJ). His vision is that:

> *"Victims and survivors in Nottinghamshire are resilient and less likely to be re-victimised; empowered to cope and recover from crime and anti-social behaviour by timely and effective victim-centred support from local services, families and communities".*

To realise his vision, the Commissioner has commissioned a range of generic and specialist services. To ensure that all victims of crime, anti-social behaviour, identity theft and hate incidents have access to support, he part-awarded a contract to Victim Support to deliver an integrated support service which is fully delivered within Nottinghamshire. The Commissioner also commissioned Remedi to deliver victim-initiated restorative justice support and grant funded services to support specific groups of very vulnerable victims such as victims with mental ill health and complex needs.

The Commissioner is committed to ensuring that victims who need the most help are easily able to access services. He therefore recently commissioned an independent review of victims' services, to gain feedback and to identify how victims of unreported crime with protected characteristics prefer to access services. Also the review will consider future demand for support and will recommend a new delivery model. The findings of the review will be disseminated, and the new model will be consulted on at a stakeholder event in March 2016.

To ensure that survivors of domestic and sexual abuse have access to effective specialist support, the Commissioner has led the way in working with the County and City Councils and Nottingham Clinical Commissioning Group to pool funding and co-commission integrated services. In the County contracts to deliver an integrated domestic violence support service have been awarded to Nottinghamshire Women's Aid for the north and WAIS for the south. The new services began in October 2015. Further discussions are on-going with the County Council and clinical commissioning groups in the County to explore co-commissioning sexual violence support. In the City new domestic and sexual violence support contracts will be awarded in early January 2016, with new services beginning in April 2016.

Appendix A: Commissioner's Key Performance Achievements

Objective 1	Objective 2	Objective 3	Objective 4	Objective 5	Objective 6	Objective 7
Protect, support and respond to victims, witnesses and vulnerable people	Improve the efficiency, accessibility and effectiveness of the criminal justice process	Focus on priority crime types and those local areas that are most affected by crime and anti-social behaviour (ASB)	Reduce the impact of drugs and alcohol on levels of crime and anti-social behaviour	Reduce the threat from organised crime	Prevention, early intervention and reduction in reoffending	Spending your money wisely
Activities	**Activities**	**Activities**	**Activities**	**Activities**	**Activities**	**Activities**

• Commissioned universal and targeted services for victims.
• Co-commissioned with City and County Councils domestic violence and co-commissioned sexual violence services in the City
• Supported multi-agency action to increase the reporting of hate crime and provided dedicated resources to support victims.
• Provided £306k new funding to protect girls better and reduce violence to young women through specialist support, school based and other awareness raising campaigns, research and targeted work with emerging perpetrators
• PCC has invested over £200k since 2011/12 to ensure victims of anti-social behaviour get help, no matter where they live in the city or county.
	• Provided leadership to ensure criminal justice partners implement victims code
	• Commissioned successful restorative justice service
	• With other PCCs introduced a regional criminal justice service and board in region
	• Improved the proportionate use of stop and search
	• Improved the scrutiny on crime recording and data quality
	• Worked with other PCCs and Chief Constables to establish a regional Police Criminal Justice Service
		• Reviewed and provided dedicated funding to reduce crime and ASB in priority neighbourhoods
		• Implemented a housing security scheme with Nottinghamshire County Council to reduce burglary
		• Supported Nottinghamshire Police to reduce crime and tackle priority crimes
		• Introduced Rural special proactive crime team, community road safety programmes and wild life enforcement campaigns
		• A Range of Activity to reduce crime and ASB
		• Invested nearly £3m in community safety funding to support partnership activities
			• Co-commissioned substance services for Nottingham and Nottinghamshire
			• Implemented an alcohol action plan with partners to reduce crime in the night time economy and improve health and well being:
			  ◦ Implement Operation Promote in the City Centre and County for drugs and weapons
			  ◦ Renew Drinkaware to provide Club Hosts in major venues
			  ◦ Promote Purple Flag and Best Bar None schemes in NTE
			  ◦ Initiate projects to tackle street drinking in the Arboretum
				• With other PCCs provided on going to support to East Midlands Serious and Organised Crime Unit. Considered to be best practice by HMIC.
				• Supported Nottinghamshire Police to fully utilise POCA powers more effectively for criminal investigation.
				• Provided funding to utilise automatic number plate (ANPR) technology to deny criminals use of the road.
				• Establish a Serious and Organised Crime Board and fund interventions to combat gangs and youth violence.
					• Work with partners to sign up to Mental health concordat and establish an implementation board.
					• Work in partnership to introduce mental health street triage scheme and ensured that 'vulnerable adults and young people are dealt with more appropriately outside of custody.
					• Funded positive activities for young people and other targeted youth support schemes to divert from offending
					• Successfully used GPS tags to manage offenders involved in shop theft and serious offences
					• Introduced with Public Health England's a 'Liaison and Diversion scheme.
						• Collaborated with other Police Forces to help protect frontline policing
						• Delivered an efficiency programme to meet required savings and achieve a balance budget.
						• Proactively submitted funding bids to Home Office to maximise additional income for policing
						• Led for the National Association of Police and Crime Commissioners a strong case for a better CSR funding outcome for policing nationally and for Nottinghamshire
						• Led action to improve BME recruitment and representation in the police workforce

Outcome	**Outcome**	**Outcome**	**Outcome**	**Outcome**	**Outcome**	**Outcome**

• More victims are reporting sexual crime (+17.8%), hate crime (+17%), and domestic violence (+9.3%) as of 21 Dec 15 compared to previous year.
• 9 in every 10 Domestic Abuse victims are satisfied with the whole Police experience.
• Just under 300 girls and young women have reported that they feel safer, more confident and are recovering from domestic abuse
• Over 4,000 young people have benefited from schools based initiatives to help them understand healthy relationships better, their rights about consent and where to go for help
• Almost 2,000 sexual violence survivors have reported increased feelings of safety and/or greater confidence
• Well over 2,000 domestic abuse survivors have reported they feel safer and/or have recovered from crime
• Almost 3,000 victims of non DSV crimes were supported between Oct 2014 and Dec 2015, and over 95% were satisfied or very satisfied
• Almost 600 ASB victims supported by the PCC's commissioned service since 2013 no longer require help, either because their situation is resolved or victims feel empowered to resolve the case themselves.
	• Compliance with Victims Code has improved month on month since April 2015 (from 50% in City and County close to 90% in November 2015).
	• Around 98% of victims and witnesses are satisfied or very satisfied with the services provided in Court (to Mar 15)
	• Stop and Searches are much more proportionate for BME communities (reduced disproportionality by 22%).
	• Compliance with the National Crime Recording Standard has improved from 88% in 2012 to 98% in 2015.
	• Integrated Restorative Justice (RJ) Service in Nottinghamshire (Remedi) established and 112 referrals received (as of Nov 15).
	• Over 50% of victims contacted agreed to participate in the RJ process of which 100% were satisfied
		• Crime is predicted to have reduced between 3% and 5% at the end of 2015-16 compared to 2011-12.
		• ASB is predicted to have reduced 38.5% at the end of 2015-16 compared to 2011-12.
		• More people agree that the Police and local councils are dealing with Anti-Social Behaviour and other crime issues (59.5%, June 15).
		• The number of repeat victims of ASB has reduced (-6%, Oct 15).
		• Burglary dwelling will have reduced by 26.5% at the end of 2015-16 compared to 2011-12. Currently ranked 3rd best reduction nationally (year to date to Nov-15)
		• Robbery will have reduced by 22.4% at the end of 2015-16 compared to 2011-12.
		• Force ranked 3rd best reduction nationally (year to date to Dec-15). City has highest reduction over both a 4 year period (-8%), and year to date (-4.3%, to Dec 2015) compared to 8 core cities.
		• Theft From Person will have reduced by 45.2% at the end of 2015-16 compared to 2011-12.
		• A locality working model piloted in Ashfield (New Cross) has contributed to reductions in demand for service (-7%, ASB (-17%, serious acquisitive crime (-34%) and criminal damage (-21%).
			• The proportion of Alcohol-Related Violence has reduced and is less than half that is estimated nationally.
			• The number of Alcohol-Related violent crimes in the NTE (Night time Economy) has also reduced (-11.7%).
			• Violence in the City Centre's NTE has fallen 23.4% since 2011
			• 55% of people feel safe in the City Centre after dark which is the highest level surveyed
			• ASB Perception: Since 2012, there is long term downward trend in the number of people being drunk or rowdy.
			• In the County, fewer people perceive people using or dealing drugs to be a problem (2014=20%, 2015=18%)
			• Nottingham has successfully retained its Purple flag status for the sixth consecutive year and Mansfield in the County awarded flag in 2015
			• Notts PCC contributing to a national project to develop guidance to promote more effective practice with street drinkers
				• The number of organised crime groups are assessed as 'High Risk' has gone down by over a third (-39.8%).
				• POCA orders have increased 69% (Dec 12 to Mar 15)
				• A greater number of production drug offences have been detected. Also, Trafficking of Drugs will have increased 13.2% at the end of 2015-16 compared to 2011-12 through proactive operations.
				• Nottingham the 2nd highest performer in the Core City group for successful completions (35%) re substance misuse (drugs and alcohol)
				• Funded interventions to combat gangs and youth violence being implemented
				• The number of people Killed or Seriously Injured (KSIs) on Nottinghamshire's roads has reduced by 39.8% fore adults and 45.4% compared to the 2005-09 average baseline.
					• £927K funding provided over 3 years to partners to undertake positive activities for young people which has contributed to reduced ASB and crime.
					• ASB Perception: Since 2012, there is long term downward trend in the number of teenagers hanging around.
					• The youth reoffending rate in the City and County (23.4%) is much better than the national average (35.5%).
					• Less people suffering mental impairment are detained in custody suites - down 80% compared to 2014/15.
					• Less people suffering mental impairment are detained in S136 Suites - down 30% compared to 2014/15.
					• GPS tags were successfully used for shoplifters. In addition, there are numerous examples where tags have successfully been used to manage dangerous, sex offenders and serious acquisitive crime offenders.
					• Successful completions of Alcohol Treatment Requirements and Drug Rehabilitation have increased from 11% to 14% in the City.
						• Since 2010-11 over £42m in efficiency savings have been made through collaboration and Delivering the Future Program.
						• PCC Office Costs is less than former Police Authority & 24% less than national average (i.e. £0.83 per head of population compared to £1.03)
						• £5.7m Successful Bids to Home Office Innovation fund 2014-15 (some joint):
						  1. Body Warn Video - £1.68m
						  2. Virtual Courts - £0.4m
						  3. Single, Interoperable Crime and Justice Platform - £2.9m
						  4. Rapid DNA Technology - £0.09m
						  5. Mental Health - £164k
						  6. Imara - £109,434
						  7. Prevention - £331,087
						• Police officer sickness has improved (in 2012 was 4.9%, in 2015 4.3%).
						• BME applications increased by 60% in 2014
						• BME recruitment increased from 4.69% in 2013 to 15.62% in 2014
						• BME representation has increased from 3.9% to 7.5% for Special Constables

Appendix B: Strategic Framework

BUILDING SOCIAL CAPITAL – Refreshed Police and Crime Plan 2016 – 2018

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

REDUCING CRIME AND ANTI-SOCIAL BEHAVIOUR BY WORKING WITH COMMUNITIES, BUSINESSES, PARTNERS, VOUNTARY AND THIRD SECTOR

Pledges	1. Campaign against Government funding cuts to Nottinghamshire's Police budget 2. Improve Community Policing across Nottinghamshire by taking on 150 extra Police Officers and 100 PCSOs 3. Work in Partnership to reduce anti-social behaviour by 50%	4. Give extra priority and resources to domestic violence and crimes against girls and women 5. Ensure that victims of crime are treated as people, not cases, and Victim Support is properly funded 6. Be fair, honest and protect taxpayers' money

COMMUNITY ENGAGEMENT AND CONSULTATION

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

STRATEGIC THEMES AND KEY ACTIVITIES FOR THE DELIVERY PLAN

1. Protect, support and respond to victims, witnesses and vulnerable people	2. Improve the efficiency, accessibility and effectiveness of the criminal justice process	3. Focus on priority crime types and those local areas that are most affected by crime and anti-social behaviour	4. Reduce the impact of drugs and alcohol on levels of crime and anti-social behaviour	5. Reduce the threat from organised crime	6. Prevention, early intervention and reduction in reoffending	7. Spending your money wisely	Principle 1:
C1 Re-commission victim services based upon the findings from the needs assessment. C2 Continue to improve BME community experience of policing and implementation of the 'Commissioner's research recommendations'. C3 Better understand and respond with partners to protect victims from human trafficking. C4 Work with safeguarding partners to increase awareness and understanding of child sexual exploitation, missing children, hidden harm. C5 Support targeted engagement with new and emerging communities to improve understanding, trust and confidence. C6 Prepare for new powers and public complaints responsibility being provided to PCCs under new legislation. C7 Ensure victims historic sexual abuse in residential care receive attention, support and protection.	C1 Continue to provide leadership to ensure partners compliance with victim's code. C2 Re-commission and improve take up of restorative justice services by victims. C3 Undertake regular dip samples of victims impact statement to improve quality. F1 Implement domestic violence 'live' links project with CPS and Courts. F2 Set up regional data quality team to support the roll out of NICHE. F3 Continue to use to stop and search power in a necessary and proportionate manner; sharing data and encouraging greater scrutiny.	C1 Continue to support partnership working in high crime neighbourhoods in the City and County. C2 Review and integrate strategic assessment planning and analytical support and rationalise analytical performance products. C3 Support and use new technology to prevent and reduce crime – ANPR, GPS tags and mobile CCTV. C4 Work with Partners and Force to better understand and respond to wildlife crime in rural areas. C5 Continue to provide leadership to roll out E-CINS case management system. C6 Develop a robust outcome framework and guidance for commissioned services, which is a proportionate approach to evaluating outcomes for small grants. C7 Review and update PCC and Force public engagement	C1 Refresh and implement a new alcohol action plan. C2 Improve the awareness, understanding and response to new psychoactive substances. C3 Support national work on 'Street Drinking' and help develop national guidelines. F1 Reduce the demand for the supply of illegal drugs, tackling class A drug trafficking, closing crack houses and disrupt cannabis cultivation. F2 Continue to implement multi-faceted Partnership problem solving plans for each for the key night time economies (NTEs).	C1 Ensure partnership structures are in place in City and County (including Trading Standards) to tackle serious and organised crime; notably cybercrime; illicit tobacco, drugs, fraud, money laundering sexual exploitation and human trafficking. C2 Promote and support Partnership work between colleges, schools, prisons and councils to prevent people being drawn into terrorism. C3 Support and provide funding to the regional unit on serious and organised crime. F1 Publicise the identification of people convicted of serious and organised crimes and successes in seizing their assets.	C1 Continue to provide mental health street triage and to be funded through mainstream resources. C2 PCC to grant aid positive activities for young people most at risk of getting involved in offending not provided elsewhere. C3 Support the use of GPS tags to reduce re-offending by priority offenders. C4 Set up dedicated pro-active violent crime team and provide resources to support action to reduce knife crime. F1 Adopt an integrated partnership to prevent demand for public, private and third sector.	C1 Provide leadership and active support for the development of a strategic alliance with Leicestershire and Northamptonshire Police. C2 Ensure the Force achieves a balance budget and delivers the required efficiency savings. C3 Achieve greater financial savings and improve service delivery through collaboration with other Forces and organisations. C4 Produce a commissioning framework with clear outcomes, which supports social responsibility strategies. C5 Submit bids to maximise funding opportunities nationally. C6 Actively support and work with partners to develop a business case and develop an appropriate relationship between the future Mayor and PCC, subject to local consent.	Focusing on the purpose of the PCC and the Force, and on outcomes for the community, and creating and implementing a vision for the local area. Principle 2: Leaders, officers and Partners working together to achieve a common purpose with clearly defined functions and roles. Principle 3: Promoting values for the PCC and demonstrating the values of good governance through upholding high standards of conduct and behaviour. Principle 4:

F1 Develop local capability to provide specialist advice and support on modern slavery and organised illegal immigration. F2 Chief Constable to consider reviewing staffing arrangements with DTF model to ensure sufficient resources are available in SEIU. F3 Review existing DA information sharing protocols to ensure real time information sharing. F4 Develop an IT system to enable direct real time submission and sharing of DASH risk forms. F5 Development of domestic abuse HR policy for staff and officers P1 Embed City and County domestic violence and sexual violence services. P2 Establish a sexual offences task and finish group to review and improve partnership response (CDRP). P3 Increase reporting of hate crime and continue to provide dedicated resources to support victims. P4 Implementation of mental health concordat action plan. P5 Work with partners to reduce the number of children detained in police custody overnight. P6 Work with partners to ensure cybercrime prevention (sexting) is delivered in schools as appropriate.	F4 Improve the quality and timeliness of files submitted by the Police to the CPS. P1 Undertake a review of 'community remedy' document to ensure clear pathways with Youth Offending services. P2 Work with regional partners to implement and support the criminal justice efficiency programme. P3 Define, agree and implement a new partnership integrated offender management model.	strategy, exploring the use of social media and Alert system to inform the public about changes to neighbourhood policing. C8 Instigate a 'One Punch' media campaign locally and raise the profile nationally. F1 Implement operational control strategies for priority crime types. F2 Ensure NICHE is able to continue to identify record and monitor rural crime and incidents. F3 Plan, participate and deliver partnership cross-border days of action (rural crime). F4 Chief Constable to consider introducing dedicated police teams, drugs and alcohol testing and working closely with schools and mental health institutions. F5 Review and support target hardening to prevent and detect crime. P1 Continue to support and revitalise different integrated Neighbourhood working models' P2 Implement Aurora 2 and consider how the conurbation and county partners can benefit.	F3 Ensure a smooth transition to NHS England of Custody Health Provision. F4 Develop effective means for drugs and alcohol testing of violent crime offenders and ensure signposting for diversionary tactics. F5 Ensure Neighbourhood policing teams actively manage licenced premises using the full range of powers together with Partners. P1 City and Districts ensure the robust enforcement of licensing conditions for pubs and clubs causing the most concerns. P2 Investigate changing drugs profile and achieve better results for alcohol users. P3 Utilise new tools and powers to ensure robust enforcement.	F2 Continue to develop a range of enforcement tactics against organised crime gangs, particularly focusing on enforcement. F3 Develop the Force's physical, people and cyber measures to combat organised crime. F4 Improve monitoring and checking of foreign National offenders and involvement in organised crime. F5 Deliver tasking co-ordination process, which involves partner agencies. P1 Funding to support activity and interventions to combat gang and youth violence. P2 Ensure that the 6 new Government Ending Gang Violence & Exploitation priorities are incorporated into Partnership EGV Action Plan	F2 Support multi-agency public protection arrangements (MAPPA) to manage the most dangerous violent and sexual offenders. F3 Work in Partnership and take steps to enhance intelligence gathering e.g. communities, rural crime and cybercrime. F4 Reduce the impact of economic and Cybercrime by dealing effectively with on-going criminality. P1 Focus on those family and individuals that cause the most demand to public organisations. P2 Ensure 'Preventing Demand Programme' successor is integrated with existing programmes and mainstream activities. P3 Ensure all youth and youth violence is subject to safeguarding referral, assessment and appropriate interventions.	C7 Work with emergency service providers to improve the efficiency and effectiveness of public services. C8 Review regional governance structure to align with strategic alliance 'single operating model' F1 Recruit more volunteers (especially BME) to support policing. F2 Provide operational leadership to progress the Strategic Alliance subject to the business case. P1 Greater commissioning, pooling budgets and integration of services to achieve greater efficiency and to deliver service improvement. P2 Ensure there are practical information sharing agreements in place to support multi-agency and locality working. P3 Provide enhanced leadership and decision making through reviewing the role and function of SNB.	Taking informed and transparent decisions which are subject to effective scrutiny and managing risk. Principle 5: Developing the capacity and capability of the PCC, officers of the PCC and the Force to be effective. Principle 6: Engaging with local people and other stakeholders to ensure robust public accountability.

PERFORMANCE MANAGEMENT (BALANCED SCORECARD)

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

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