

NOTTINGHAMSHIRE POLICE AUTHORITY
County Hall, West Bridgford, Nottingham, NG2 7QP

MINUTES
OF A MEETING OF THE
SCRUTINY COMMITTEE (ANTI SOCIAL BEHAVIOUR)
HELD ON THURSDAY 13 JULY 2012
AT COUNTY HALL
COMMENCING AT 10.00 AM

MEMBERSHIP

(A denotes absent)

Ms M Futer (Chair)
A Cllr J Clarke
Mr K Gill
Dr P Hodgson
Mr A Street

OFFICERS PRESENT

Sara Allmond	Nottinghamshire County Council Secretariat
Phil Gilbert	Performance & Policing Policy Officer, Police Authority
Jenny Burrows	Sergeant (Sgt), Notts. Police
Paul Burrows	Superintendent (Supt), Notts. Police
Ross Cooke	Chief Inspector (Ch Insp), Notts. Police
Sue Fish	Assistant Chief Constable (ACC), Notts. Police
Richard Fretwell	Superintendent (Supt), Notts. Police
Jack Hudson	Superintendent (Supt), Notts. Police
Paul Scarrott	Deputy Chief Constable (DCC), Notts. Police
Paul Winter	Chief Inspector (Ch Insp), Notts. Police

1. APPOINTMENT OF CHAIR

The Committee noted the appointment of Ms M Futer as Chair of the Committee.

2. MEMBERSHIP OF THE COMMITTEE

The membership of the committee was noted.

3. APOLOGIES FOR ABSENCE

None

4. DECLARATIONS OF INTEREST

None

5. TERMS OF REFERENCE OF SCRUTINY COMMITTEE

Phil Gilbert introduced the report which set out the proposed terms of reference for the Scrutiny Committee.

RESOLVED 2012/001

That the terms of reference of the Committee as set out in appendix A of the report be agreed

6. PRESENTATION BY NOTTINGHAMSHIRE POLICE ON ANTI SOCIAL BEHAVIOUR – AN EXPLANATION OF THE PROCESS FROM START TO FINISH

Members received a presentation on the process the Force use in dealing with anti social behaviour (ASB), including evidence on the ASB Policy, call handling and risk assessment, problem solving relating to the three types of ASB (personal, nuisance and environmental), performance management, Policing Priorities and future developments.

Due to time constraints, Members requested that written answers to questions be provided by officers. The questions and responses are attached as **Appendix A.**

RESOLVED 2012/002

- 1. To note the information provided which would be considered when compiling the final report**
- 2. To receive written responses to Members questions at the next meeting.**

The meeting closed at 12.55 pm.

CHAIR

Questions for Members re Force Presentation of ASB Procedure

Questions Arising From Focus Groups

- 1. Victims told us that the only time an offender's behaviour (mainly the neighbour) stopped was when a Court Order was issued. How effective are 'non court' interventions in resolving neighbourly incidents of ASB?**

The very nature of many neighbourly disputes means that court action is not always possible, which necessitates the need to try and resolve using other methods. Without a substantive criminal offence and the regular 'one word against another scenario', a staged process is used to solve the problem or modify behaviours. An often used partnership model is the five-stage response:-

- Stage 1 – Ask
- Stage 2 – Warn
- Stage 3 – Initial enforcement
- Stage 4 – Substantive enforcement
- Stage 5 – Breach

The emphasis is to try to resolve issues before costly court intervention. It must be remembered that each case requires problem solving on its own merit as one size does not fit all circumstances.

There are a range of tools and powers available to police and partners to deal with antisocial behaviour through the stages highlighted above. Harassment warnings, Acceptable Behaviour Contracts (ABCs), direction to leave notices, dispersal orders and removal of alcohol are examples where tools can be used to change behaviour and resolve issues without escalating them to court. If behaviours do not change, ultimately court orders, for example Antisocial Behaviour Orders (ASBOs) are applied for, but in many instances, earlier and more proportionate interventions have proved effective.

It is also a fact that a court will look to police and partners to identify what has been done to solve a problem before it is presented to it. There are of course situations that warrant court action on a first occasion, but for the cases which have escalated over a period of time, evidence of how attempts have been made to resolve, and whether perpetrators have refused to engage or act upon advice or warnings, is requested in order to strengthen the case and determine the most suitable sanction.

The use of Community Resolution has been very effective in addressing neighbourly incidents, as the victim defines what a successful outcome should be. This is perceived by both the victim and the perpetrator as proportionate and effective. Other means, such as mediation, have also proved successful in resolving issues before the need for costly court processes.

The force has a real commitment to deliver bespoke problem solving to individual victims of crime or ASB. Local surveys with victims are undertaken in

order to receive feedback on how they felt they were treated, from initial call through to the finalisation of the case. This feedback is sent to supervisors in order to recognise and reward good performance and address issues where the customer was dissatisfied.

The table below shows the force's performance over time in relation to customer satisfaction. The performance in May 2012 compared to May 2011 for overall service around ASB shows an increase from 78.4% to 83%. The bar graph evidences an increase in all of the other measured areas. In addition, the number of people responding to the surveys has increased, giving us greater confidence that the results are representative of the population.



The force also measures public confidence. The table below highlights performance in relation to the public's confidence that the police and local council are dealing with crime and ASB issues that matter in their area. These figures are taken from the British Crime Survey (BCS). The latest figure (March 2012) has seen the force continue to improve its performance to 61.4% of people who strongly agree or tend to agree. We are now performing to the average of the most similar forces we are compared against. The trend line shows that this improvement is sustained.



- Victims told us that the onus was pretty much on them to secure evidence of neighbourly ASB. What evidence gathering capabilities are in place with the Police, Local Authorities and other agencies to secure evidence to ensure that incidents of neighbourly ASB are tackled speedily and is this covered in the procedure?**

Each case requires intervention and problem solving on a case by case basis. The five-stage process referred to in question 1 is a model used when dealing with a case but it is recognised that not every case will start at step 1. The first report may be so significant that 'substantive enforcement' is required.

Many other cases, particularly neighbourly disputes often start on a small scale around a nuisance type problem, for example noise, and escalate over a period of time. Taken in isolation, the incidents alone may not warrant enforcement action and advice or warnings may well solve the issue. Where the incidents continue or escalate, then evidence will be required to go to an enforcement stage. Often, the only witnesses to the behaviour are the neighbour or victim which can create a situation of 'one word against another' and this may well not be enough evidence to secure an enforcement resolution in a court of law. It is therefore vital to gather the evidence to prove 'who is doing what' and the effect this is having on the victim. Evidence gathering can be as simple as the victim keeping a log of incidents, to the installation of cameras or other technical devices such as noise monitoring equipment.

Technical equipment can be a costly option but one that needs careful consideration when it is clear that a perpetrator refuses to change behaviour or in the most severe cases, is victimising someone. The use of some technical equipment, for example cameras, may well require authorisation from a senior officer of the police or local authority (under the Regulation of Investigatory

Powers Act 200) to use them. The use of this equipment is subsequently governed by the Surveillance Commissioner and each case is closely scrutinised. The authorising officer has to take many things in to consideration, including whether the use of the equipment is proportionate to the offences being committed and whether the intrusion in to someone's private life is justified. This does not need to be seen as a block to using the technical equipment, but does highlight that its use is best served for the more serious of cases where the threat or risk of harm to an individual is escalating. It must be remembered that not all technical equipment requires this level of authority. Other equipment, such as local authority and privately owned CCTV systems have been used to good effect to gather evidence and secure legal sanctions.

Problem solving is covered in the procedure but 'use of technical equipment' is not specifically referred to. The use of technical equipment is discussed by the police at a 'Tasking and Coordination' meeting chaired by an operational Superintendent. Raised risk victims of antisocial behaviour are included in this meeting and the method of how the case is being problem solved discussed. Through this process, technical equipment such as cameras can be agreed. Cases are also referred to multi agency problem solving meetings where partners work together to find a solution and have in recent cases agreed to fund cameras for a victim in order to gather vital evidence.

Access to more technical equipment by both and police and partners would enhance the capability and capacity to install evidence gathering equipment at an earlier stage in an escalating situation. Community Safety Partnerships (CSPs) have tasking and coordination processes through which such equipment can be purchased and utilised. However, it needs to be recognised that the budgets of these groups are relatively small and will soon become the responsibility of the Policing and Crime Commissioner. This does present an opportunity to enhance consistent and corporate approaches to problem solving and the availability and use of technical equipment.

The Regulation of Investigatory Powers Act (RIPA) is currently being reviewed by the Government and the draft proposal is that it will not be available for use in ASB incidents. Developments around any new proposals will be closely monitored alongside the new White Paper which seeks to make use of legislation easier for tackling ASB. When any new tools and powers are made law through Parliament (predicted March 2013), there will be a training and development programme for police and partners in order to ensure they are used quickly and effectively to tackle ASB.

3. Victims told us that they suffered ASB for many years mainly because of the lack of evidence and their limited ability in securing it; what can be done to speed up the evidence gathering process?

It is widely accepted that the nature of some neighbourly disputes makes evidence gathering difficult. Incidents in isolation may not be themselves significant but the cumulative effect of many small incidents cannot be

underestimated on the health and well-being of a victim.

The process described in question 9 around identification of repeat and or vulnerable victims is a vital part of the evidence gathering and speeds up the process. Early identification of a victim's vulnerability and the subsequent risk assessment procedure, ensures that early action is taken to resolve the problem by the police and partner agencies. The effect of the perpetrator's behaviour on the victim can be identified early, which highlights the importance of gathering evidence quickly to solve the problem and safeguard the victim.

The police are now attending 100% of incidents and in the case of somebody being vulnerable, will get there within one hour. The 100% Attendance Policy is an essential component of Nottinghamshire Police's response to this Policing Plan commitment. It is a policy which places the needs of the victim at the heart of business delivery. It establishes a focus on improving service quality and thus satisfaction and confidence; whilst affording every opportunity, through effective investigation and problem solving, to drive down crime and ASB.

This increases the opportunity for the police officer attending the incident to gather evidence at the incident, for example, speak to witnesses on the street, carry out house to house enquiries or witness the incident themselves. A delayed response to an incident could mean that the perhaps vital independent evidence available has gone.

The police also have dedicated patrols at key times to both respond more quickly to ASB incidents and carry out preventative patrols in hot spot areas (Operation Animism in the County and Operation Cacogen in the City). These officers are also briefed on vulnerable victims in the area and will make appropriate contact with them (telephone or personal visit) during the patrol to provide reassurance. This also means that beat officers and PCSOs who are specialists in dealing with ASB issues, are the first on a scene of an ASB incident and will begin the evidence gathering process.

The force has a 'one team approach' to local policing. This is a vital component of the policing plan and ensures all officers are involved in providing a response to someone who is a repeat or vulnerable victim. A recent case of neighbourly ASB in Broxtowe was owned by CID officers as their level of investigative training and specialist knowledge was seen as being the most effective response to solve the problem and safeguard the victim. The case did not involve serious criminality but highlights the cultural change of the organisation towards the 'one team approach'.

Nottingham City Community Protection Service is leading the way nationally on community safety issues. Co-location of resources such as antisocial behaviour case workers, police officers, police community support officers, housing officers and community protection officers ensures that information is shared between front line staff quickly and multi-agency problem solving is completed quickly. To supplement this, an improved system to manage cases is being sought by the partners that will speed up the response even further.

The availability of more technical equipment, such as portable CCTV and other cameras would mean that they could be used earlier in an escalating problem.

4. The nature of many ASB incidents involving neighbourly disputes suggests that the Police were not the best agency to lead; with regard to the needs of the victim, are the Police the most appropriate agency to lead on tackling incidents of neighbourly ASB?

It will depend on the type of incident in question as to who is the best agency to lead on an ASB incident. The police are not the best agency to lead on all ASB cases, but would provide support to the lead agency in gaining a resolution to the problem. This is the reason that multi agency tasking and problem solving meetings are a vital part of the process in order to identify who is the lead agency and then track the problem solving activity.

A recent case of ASB in Kirkby-in-Ashfield which involved residents in one property causing problems for neighbours, was problem solved in partnership with the local authority housing provider that acted as the 'lead agency'. All agencies involved provided evidence to the housing authority which sought legal advice to use a piece of legislation to quickly evict the tenant from their 'private landlord' property. This shortened the length of time to solve the problem from three months (to evict a private landlord tenant) to 48 hours through a court injunction. This was important in this case as the behaviour of the tenant was causing distress and illness to the neighbour, who is now able to reside in peace once more. They reported their complete satisfaction with how the services worked together to help them.

There is a project under way to implement a more effective case management system for both police and partners. The system allows police and partner agencies to input details of those people in to a computerised system who they believe to be vulnerable or repeat victims of ASB. This effectively becomes a 'case' that can be managed by all partners who have access to it. Partners can agree which is the most suitable agency to take the lead and will therefore ensure accountability and responsibility for it. Information can be shared quickly, actions tasked, recorded and reviewed, to improve the partnership response and reduce the level of vulnerability of the victim.

5. What more can be done to support victims of neighbourly ASB incidents?

Question 3 shows how early identification of someone being a repeat and or vulnerable victim and a quicker response to more incidents through 100% attendance, offer more support to victims.

A 'one team ethos' with all officers understanding ASB and the effect it can have on a victim is an integral part of the policing plan to respond to those individuals who are repeat or vulnerable victims.

Officers on the dedicated ASB patrols (Op Animism and Cacogen) also make personal contact with victims during a patrol to offer reassurance and support.

The answer also highlights the importance of strong and effective partnership working in supporting victims.

As well as partner agencies working together, there is strong evidence in both the City and County areas of strong working relationships with other groups such as Victim Support. They are an integral part of multi-agency problem solving groups and offer first hand care to victims and expert advice.

Mediation is often a positive way of solving a neighbourly ASB issue or dispute. More effective mediation services would assist in early resolution. There is a lack of specialist mediation services for police and partners to call upon and officers often carry this out themselves. All beat officers have been trained in the use of Community Resolution (CR) which is a form of mediation where they will try to resolve an incident or case to the satisfaction of the victim and encourage a perpetrator to recognise the effect their behaviour has had on the other party.

6. What technological equipment is available to Police and Partners to tackle neighbourly ASB e.g. surveillance equipment or similar?

See question 2. Technical equipment such as cameras and noise equipment are available but some of the equipment can only be used under the guidelines of the Regulation of Investigatory Powers Act (RIPA). It is not always the availability of the equipment but the restrictions upon its use that is the issue. RIPA governs the use of technical surveillance equipment and its inception was to deal with situations involving serious crime, but the use of the equipment could be beneficial in dealing with ASB incidents. The provision of memo cams to victims that can be used for internal surveillance and require only single sided consensual authorities under RIPA. However, the same rule book applies. The question of whether the thresholds to use the equipment under RIPA actually constrain its use in ASB incidents is one of particular relevance.

However, RIPA is currently being reviewed by the Government and the draft proposal indicates that the Act will not be available for use in ASB incidents. Developments will be closely monitored, alongside the current White Paper to reform the tools and powers for tackling ASB, to ensure that any changes in legislation are fully utilised to deal effectively with problems. When any new legislation is passed by Parliament, a training and development programme with partners will be implemented to ensure quick and effective use of the new powers.

It must be remembered that not all technical equipment requires authority for it to be used. Public and privately owned CCTV systems, as an example, have been used to great effect to gather evidence in relation to ASB incidents. Please see question 2 on the availability of technical equipment.

7. The focus groups identifies that there appears to be a lack of technical knowledge with both Police and PCSO's in tackling neighbourly ASB incidents; how does the Force enable its frontline staff to learn about their 'tools and powers' available to them and partners both now and the future (both civil and criminal)?

The force has an initial Neighbourhood Police training programme for beat officers, which covers problem solving. There is planned refresher training for PCSOs. Joint training of community protection officers, police and other partners has also taken place to improve understanding of the capabilities of the 'team'.

The community protection service where police, community protection officers, ASB case workers and housing officers work as one team in the same building is a blueprint used nationally in partnership working. This means that one person or agency does not have to be an expert in every area of the partnership business. In practice, this means that when the 'team' encounters a problem, there is an expert on hand to advise on the best approach. Civil tools and powers in relation to the Housing Act are now used consistently in problem solving by police officers who are being advised by the experts. This is further evidence of a true partnership approach.

The new White Paper, which draws significantly from good practice in the city of Nottingham, will amend the tools and powers available and training will be delivered to front line staff in order to ensure they are used effectively.

8. Victims argue that they get very little support from Housing Associations and Private Landlords in resolving their ASB problems; what action does the Force take to influence such agencies to assist neighbours suffering ASB?

The police engage with Housing Associations at all levels, from directors to operational staff, in order to problem solve issues. Housing providers are invited to multi-agency meetings and there is good evidence of where this has worked effectively. However, consistency of attendance is not achieved in all areas.

Private landlords can be an issue and they are usually engaged with on a case by case basis when problems are reported. Local Authority housing teams have experts, both practitioner and legal, to support the partners in how to address issues with private landlord properties. There is evidence of where this has been done effectively. For example, in June 2012 in Kirkby-in-Ashfield, the first ASB Act private landlord tenant eviction took place. Under housing legislation it could have taken over three months to evict the tenant from the property, who was involved in persistent ASB, however, using the legal services of the local housing authority, the evidence was gathered about the activity and the case put before the next available court. The eviction took place within 48 hours.

Privately owned properties are also problematic. Without the fall back of tenancy agreements it is often difficult to deal with antisocial behaviour inside the home through Housing Act legislation. The new White Paper, which draws significantly from good practice in the city of Nottingham, will amend the tools and powers available and allow greater use for both private landlords and other non-council residents. Training will be delivered to front line staff in order to ensure they are used effectively.

9. What are the tasking arrangements for reviewing and tackling repeat and vulnerable victims of ASB?

There are several stages in tackling repeat and vulnerable victims of ASB. These are detailed below:

1. Initial call handling to identify repeat and or vulnerability

The force has a call handling system called VISION. Upon receipt of a call, the system will search the location the person is calling from and their name and identify if the incident is a 'repeat'. This information is automatically given to the call taker and is the first part of identifying whether they are vulnerable. The call taker will then ask a series of mandatory questions (recommended by HMIC in recent ASB inspection) which are designed to identify if they have reported incidents to other agencies and hence still a repeat victim, whether they, or anyone else in the house feels targeted and the reasons behind that, for example, due to disability or another reason. The call taker can determine from the information, both from the system and the questions, whether the person is vulnerable.

2. Response if the person is vulnerable

If the call taker determines the caller is vulnerable, the incident is graded as 'urgent' for police to visit within one hour.

3. Actions completed by the first officer responding

The first responder to the incident will carry out a more detailed risk assessment, which is recorded on a corporate document and provides an audit trail. Initial control measures are put in place to reduce the risk to the victim and these are documented. The risk assessment and control measures are quality assured by the Duty Inspector to ensure the early problem solving is sufficient to safeguard the victim. This is all recorded on the force crime recording system (CRMS).

4. Subsequent review and tasking

The incident is recorded on the force crime recording system (CRMS) and a copy of the incident goes to the next area Daily Management Meeting (DMM) which is chaired by the Operational Superintendent. At this point the incident can be further quality assured and tasked for any further action required which involves ensuring the local neighbourhood team are made aware of it

and take ownership to continue to manage the victim and identify any longer term problem solving requirements.

5. Long term problem solving

The most vulnerable cases are referred to a multi-agency problem solving meeting to ensure a partnership approach is taken to reducing the risk. The problem solving plan is discussed in detail by the police and partner agencies at Vulnerable Persons Panels in the County and the Complex Persons Panels in the City. Only when all parties, including the victim, are satisfied that the risk has been mitigated and a subsequent recorded risk assessment completed, will the level of risk be lowered or the case closed.

As described in question 3, Operations Animism and Cacogen are used to re-visit vulnerable victims to offer support and reassurance, along with 100% attendance and a 'one team approach' to local policing.

Every two weeks there is an operational tasking and coordination meeting which is chaired by the area Superintendent. Vulnerable persons are also included in this meeting where the ongoing problem solving plans are further scrutinised to ensure all measures are in place to mitigate the risk to the vulnerable victim.

10. Some of the neighbourly ASB cases cited are reported to have continued for many years without effective resolution. How should such cases be identified and partnership activity/responses escalated to reduce/eradicate victim suffering?

As well as the process highlighted above in questions 3 and 9, there are further tiers of scrutiny around 'performance'. At force level there is a Corporate Performance Review (CPR) process, at divisional level there is an Operational Performance Review (OPR) process and Daily Management Meetings (DMM) which all discuss ASB and vulnerability. These processes ensure that the previously discussed processes are embedded and dealing effectively with repeat and or vulnerable people.

11. Mental health issues associated with offenders have been identified as an issue with neighbourly ASB; with regard to these health issues identified, how might the PCT contribute to resolving issues of neighbourly ASB?

The PCT is invited to sit on the multi-agency problem solving groups. In the County they are called Vulnerable Persons Panels (VPPs) and in the City, Complex Persons Panels (CPPs).

It is important that those cases where mental health issues in relation to the victim or perpetrator are identified, that mental health services are effectively

linked in to assist in problem solving. There is evidence in some areas where there is strong engagement with mental health services and they have taken on the lead agency responsibility to problem solve issues, however, this approach is not consistent across all areas. These cases are usually the most serious, resulting in no single agency being able to resolve them and subsequently escalating them to the panel. In some areas, joint training of police officers to increase their understanding of mental health issues has been undertaken but this again is inconsistent. More consistent and effective engagement by mental health services at local operational level would have significant benefits in dealing with some of the less serious cases at an earlier stage.

The PCT is undergoing a period of change and there is an opportunity to strengthen the operational links to mental health services and provide a more joined up service to victims or perpetrators identified through the police and partner processes detailed in questions 3 and 9.

Questions Arising From HMIC INSPECTION REPORT

- 12. The HMIC identified that repeat and vulnerable victims are not consistently identified when they call the police; what steps are being taken by the Force to improve this situation?**

Refer to question 9 for the process around call handling and identification of repeat and or vulnerable people. This includes the mandatory set of questions that a call taker will ask that will identify whether the victim has reported incidents to other agencies and hence could still be a repeat victim despite it being the first time they contact the police.

A daily audit and performance process has been implemented in the force control room to ensure that call takers are adhering to the process and seeking to identify whether the caller is repeat or vulnerable. This is improving performance and ensuring the force is treating ASB as seriously as it does other types of crime.

- 13. HMIC also found that some reports of ASB are not being recorded on force systems (for example, if they are made directly to officers on patrol, rather than by dialling 999 or 101); what steps are being taken by the Force to improve this situation?**

Part of this issue came about when the police issued mobile telephones to beat team officers and made members of the public aware of how to contact them in order to make officers more accessible to the community.

HMIC felt that officers being issued with mobile telephones and routinely visiting victims on Operations Animism and Cacogen meant that reports made to them would not be recorded on force systems. All police officers and PCSOs have been reminded of their duty to record incidents appropriately, particularly those that are made to them personally and not via the 999 or 101 systems. The increase in accessibility of officers to the community and the subsequent increase in public confidence and satisfaction justify this approach.

Please see question 18 which describes the processes in place to improve customer confidence and satisfaction and the improvement in force performance.

- 14. However, call takers did not always question callers about previous unreported incidents, which could lead to the force failing to identify some repeat victims; what steps are being taken by the Force to improve this situation?**

Please refer to question 3, 9 and 12.

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- 15. Call takers are also expected to question callers to find out if they are in any way vulnerable (such as elderly or disabled): but this does not always happen; what steps are being taken by the Force to improve this situation?**

Please refer to questions 3, 9 and 12 which detail the process and questions that explore why a person feels they are vulnerable, including protected characteristics.

- 16. Neighbourhood policing teams are regularly briefed in detail about local ASB issues. However, investigators and officers who respond to emergency calls do not receive the same level of briefing. What steps are being taken by the Force to improve this situation?**

The force has a briefing and tasking system (BATS) where neighbourhood priorities are recorded so that all officers are briefed about them by team supervisors on a daily basis. Operational work is co-ordinated locally through Daily Management Meetings chaired by the Operational Superintendent.

The command and control system; VISION, is utilised to identify any risk locations (area or property) so that if a repeat call is made to that place, the operator will make officers attending aware of the issue.

Officers also research incidents on their hand held mobile device (BlackBerry) to enhance their understanding of the incident they are attending.

In a recent serious ASB case in Broxtowe, the local CID team took ownership of the problem. This is evidence of how the 'one team approach' to local policing is embedding within the service and changing culture.

- 17. The force uses a computerised case management system to maintain individual victim records, which helps neighbourhood teams manage plans to address specific ASB incidents. However, these records are not always updated, and guidance from supervisors to staff is not consistently recorded; what steps are being taken by the Force to improve this situation?**

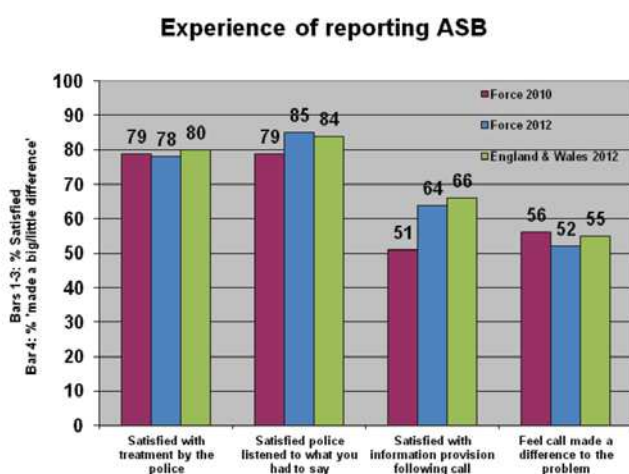
The process HMIC refers to is the case management of a vulnerable victim on the crime recording system (CRMS). This ensures that a case is managed in the same manner to that of a crime where a supervisor will review it regularly and be responsible to ultimately close it on the system.

Once a vulnerable victim is managed on CRMS, if they make any subsequent

reports then the VISION system (described in question 9) will alert the call taker to the presence of a crime number and the fact that the person is potentially vulnerable. The officer attending the incident will then reopen the crime and add a new risk assessment for the incident they are attending, This ensures that there is an 'organisational memory' for the previous incidents and the risk is reassessed and continually monitored. This will once again trigger the quality assurance of the duty inspector to ensure suitable control measures are in place to safeguard the victim and the repeat case will also be flagged to the operational superintendent at the next daily management meeting to further review the case.

CRMS was seen by HMIC as being a positive step in having the incidents recorded and providing an audit trail of actions taken to solve the problem. However, this is a police system only and our ambition is to work with partners to introduce a case management system that all partners have access to which will improve information sharing and speed up processes. This project is underway and is overseen by ACC Susannah Fish through the force Local Policing Project Board, the Safer Nottinghamshire Board and the Crime and Drugs Partnership Board.

18. In respect of 'Feel Call made a difference to the Problem', the HMIC report identifies less satisfaction in 2012 compared to 2010. How is the Force responding to this issue?



Please refer to questions 3, 9 and 12 which detail the initial call handling process and the identification of repeat and or vulnerable victims and the links to partnership problem solving processes.

The force has introduced "You said, we did" which focuses on the Neighbourhood Policing Teams using a variety of appropriate media to go back to the community to inform them of the action they have taken to address their problem. This includes use of social media and the Neighbourhood Alert messaging system for subscribers.

A quarterly newsletter by each Neighbourhood Policing Inspector has been introduced and will be disseminated to local communities by a wide variety of means including email distribution to key stakeholders, social media and personal

distribution by beat teams.

The force has a system to ensure that personal contact with victims who are being managed on the Crime Recording Management System receive regular updates on their case from the officer dealing and compliance with this is carried out daily by Operational Superintendent chairing the daily management meeting. All these processes are designed to engage with the community and victims more effectively.

The force has committed to attend 100% of incidents and in relation to ASB, will attend within one hour (urgent grade) if the victim is vulnerable. The force is committed to providing a service that meets the customer's needs and using an appointment system to achieve this. A new system has recently been introduced for beat team police officers and police community support officers where they are also now attending incidents by appointment. Many of these are incidents of ASB where the aim is to ensure that these officers, who are trained to carry out longer term problem solving, are involved from the first report.

The beat team officers and PCSOs carry out Operation Animism and Cacogen patrols, as described previously, which proactively police hot spot areas for ASB and offers reassurance and support to vulnerable people.

The force reviews performance in all areas of business. The latest customer satisfaction data shows an increase in satisfaction for overall service from 78.4% in May 2011 to 83% in May 2012. All other measured areas have improved without exception and can be seen on the chart below. In addition, the number of people responding has increased giving greater confidence that the results are representative of the population.



The force measures public confidence and the table below highlights performance in relation to the public's confidence that the police and local council are dealing with crime and ASB issues that matter in their area. These figures are taken from the British Crime Survey (BCS) and the latest figure (March 2012) has

seen the force continue to improve performance to 61.4% of people who strongly agree or tend to agree, and are now performing to the average of the most similar forces we are compared against. The trend line shows that the improvement is sustained.



Questions Arising From Victim Support Advocacy Project

19. Has the Force found it necessary to change its ASB procedure in light of the VSA findings?

The VSA report was commissioned in order to inform the new Policing and Crime Commissioner (PCC) on the areas where victims feel improvements can be made. The force has a detailed plan, working with the Police Authority and other partners, to ensure the transition to the new arrangements with the PCC are smooth and performance continues to be delivered. There is a Policing Plan that includes a strategic assessment of the threats to Nottinghamshire communities. ASB and repeat and vulnerable victims forms a distinct part of the plan to assist the new PCC in ensuring there is a focus on continuing to deliver a quality service.

The report focuses on the following groups of people:-

- ☐ victims of antisocial behaviour
- ☐ victims of domestic abuse
- ☐ victims of sexual violence
- ☐ victims of hate crime
- ☐ people bereaved by murder and manslaughter
- ☐ young victims of crime

In relation to antisocial behaviour, it is clear from the report that a victim's viewpoint is not around the categorisation the police put on to an incident, but the way the incident has made them feel and their desire for a bespoke resolution to their problem. As in all categories, they wanted better communication from officers and better updates.

As can be seen in questions 3, 5 and 9; the processes that have been put in place are aimed at identifying those people that are a repeat or vulnerable victims, providing a quicker response and working with partners to provide effective problem solving.

As a direct result of the VSA report, a county victim advocacy group has been instated with Ch Supt Khan as the lead police officer. The group identifies how engagement with victims can be further improved to ensure they have a voice and shape how service is delivered.

The report also highlights that mapping of services and support groups is essential for all operational staff in order to ensure victims receive the best possible service. The new 'troubled families' coordinators will be involved in joining up service delivery that will enhance operational working and problem solving.

The report also describes how victims are concerned in the reduction of services through public sector cuts. ACC Fish has implemented a process through the Local Policing Project Board to monitor any changes in service provision that could have a direct impact upon victims.

The force has been driving improvements to communication with victims through the implementation of daily processes to ensure that victims are continually updated and kept informed about their case. This has seen significant improvements to customer satisfaction and confidence as highlighted in question 18, but there is recognition that there is no room for complacency, and the continuous improvement journey is relentless in the force's ambition to be the top performing nationally.

ACC Fish chairs a Citizen Focus Board where processes are reviewed and performance monitored intrusively to identify any areas where improvement is required. The board is 'victim' focused and has overseen the implementation of new processes, including the ASB and victim update processes described in previous questions. Ch Supt Khan will provide a link to the victim's advocacy group to further strengthen the victim focus of the Citizen Focus Board.
