



Annual Report 2005/06

Foreword

Welcome to the joint annual report of Nottinghamshire Police and Nottinghamshire Police Authority for 2005/06.

The aim of this publication is to present statutory information about policing in Nottinghamshire in a style that is easy to read and understand, while explaining key events and achievements of the year ending 31 March 2006.

In 2005/06 crime in Nottinghamshire reduced by 3.5%, meaning 5,050 fewer people experienced the upset, anxiety and aggravation of being a victim of crime. It was the third year in row that crime in our county has fallen.

Significantly, gun crime in Nottinghamshire came down again, and there were no fatal shootings in our county during the year.

And though there were fewer crimes, our officers detected more offences - more than 29,000 in all - almost a quarter up on the previous year. In doing so, they helped bring to justice some very dangerous criminals.

These are impressive feats by any yardstick, but the fact that they were achieved during a year of unprecedented challenge and change for Nottinghamshire Police makes them all the more outstanding.

The Force entered 2005/06 under intense and much publicised scrutiny by Her Majesty's Inspectorate of Constabulary over how we tackle homicide and other serious crime. The scope of this review was subsequently widened to inspect what we do and how we operate more generally to see if we could do any of those things better or smarter.

It was right that our approach to serious and organised crime was re-assessed, given the changing nature of the challenges we face, but it should not be forgotten that, well before the HMIC inspection, the Force had an enviable record for detecting murders and had achieved unprecedented success in reducing gun crime.

Nonetheless, guided by our organisational development programme From Better to Best and inspired by the dedication and hard work of our officers and staff at all levels and the invaluable support of our partners, we have again risen to the challenge and succeeded in strengthening still further Nottinghamshire Police and the service we provide.

Developing our organisation and service on so many fronts while continuing to manage the many and competing demands on our resources has not been easy, but we have not allowed this or the sense of uncertainty created by the proposed restructuring of police forces in the East Midlands to sidetrack our pursuit of excellence.

We are proud of the progress that has been made by our people in 2005/06, but we are not complacent. We share a determination to ensure the momentum is maintained and Nottinghamshire Police continues to reduce crime and anti-social behaviour and provides the high-quality, value-for-money and citizen-focused policing service that local people expect and deserve.

Cllr John Clarke,
Chairman,
Nottinghamshire
Police Authority



Steve Green,
Chief Constable,
Nottinghamshire
Police

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About us

Nottinghamshire Police

Nottinghamshire Police plays an important role in fighting crime, protecting people and promoting law and order in Nottinghamshire.

We police an area of more than 800 square miles and serve a diverse population of more than one million people living in Nottinghamshire's towns and villages and the cosmopolitan city and conurbation of Nottingham, the regional capital of the East Midlands.

To ensure we are close to the people we serve, policing in Nottinghamshire is divided into four main geographic areas - known as divisions - which cover one or more local authority areas. The divisions are:

- Bassetlaw, Newark & Sherwood
- Mansfield & Ashfield
- Nottingham City
- South Nottinghamshire (covering the Broxtowe, Gedling and Rushcliffe boroughs)

Each division is sub-divided into a number of Local Area Commands (LACs), each of which is headed by an Inspector. Each LAC is, in turn, divided into a number of smaller areas called beats, which usually cover neighbourhoods or estates. These areas are patrolled by police officers, special constables and police community support officers (PCSOs), sometimes alongside neighbourhood wardens employed by local councils.

Local policing is complemented by a range of support units and departments that operate across the force area. These include the control rooms that answer 999 and non-emergency telephone calls, our roads policing section, criminal justice, crime investigation, force intelligence directorate, our dogs and mounted sections, the forensics officers who work in our scientific support unit and the team that plans for major events and emergencies in Nottinghamshire.

Nottinghamshire Police Authority

Nottinghamshire Police Authority is an independent body responsible for monitoring the work of Nottinghamshire Police. We exist to ensure an efficient and effective police service for Nottinghamshire.

The authority has 17 members: seven Nottinghamshire County Councillors, two Nottingham City Councillors, three magistrates and five independent members.

The authority has a number of specific responsibilities including:

- Setting and monitoring the police budget
- Appointing the Chief Constable and senior officers
- Consulting with local people about policing
- Setting local policing priorities and targets for achievement
- Monitoring police performance against the targets set by the authority
- Publishing a three-year strategy and annual policing plan to tell local people what they can expect from their police service, and to report the achievements
- Monitoring the Best Value programme of reviews

Our committee meetings, which are open to the public, are supplemented by a great deal of work carried out by working groups and panels. Members also have special responsibilities for monitoring the work of one of the four territorial policing divisions in the county.



2005/06 at a glance

April 2005

Nottinghamshire Police announces its crime figures for 2004/05. Overall crime is down almost 11%, with even greater reductions in burglary, robbery and vehicle crime.

The Force makes a commitment to the long-term aims of the national Gender Agenda, which seeks to break down barriers to career development faced by women police officers and police staff.

HMIC visits Nottinghamshire Police and makes a number of recommendations in relation to how the Force tackles murder and other serious crime.

May 2005

A gang of four drug dealers from north Nottinghamshire is convicted of supplying huge quantities of Class A drugs and sentenced to a total of 50 years in prison following a three-year investigation by Nottinghamshire Police. Applications have since been made to recover £8 million of assets acquired by the gang through crime.

Nottinghamshire Police and Rushcliffe Borough Council join forces to recruit a traffic warden who also has the powers of a Police Community Support Officer. The warden is deployed in West Bridgford.

The Force publishes its new Race Equality Scheme, a three-year action plan to eliminate discrimination and promote good race relations and equality of opportunity.

June 2005

Two of Nottinghamshire's biggest ever covert drugs operations are launched in Mansfield and Newark. Under Operation Acid Drop in Mansfield, 58 drug dealers are subsequently convicted and sentenced to a total of 120 years' imprisonment, while more than 200 additional drug users access local drug treatment services. In Newark, Operation Evangelist sees 29 Class A drug dealers convicted and sentenced to a total of more than 50 years' imprisonment. In the aftermath of the operation, there were no reports of a burglary in Newark for three weeks.

The Force launches its 'From better to best' programme, a far-reaching organisational development and performance improvement programme.

Nottingham Stands Together, a multi-agency strategy for tackling gun and weapon related violent crime, is launched. The number of shootings in Nottingham fell by 74% in 2005, while the number of people shot and injured reduced from 11 to five.

A new approach to deploying police, community wardens and other community safety resources is piloted in Nottingham. Weekly tasking meetings between community safety partners are introduced to pinpoint and deal with crime and anti-social behaviour hotspots.

July 2005

Neighbourhood Policing 'pathfinder' projects are launched in the Broxtowe and St Ann's areas of Nottingham. Neighbourhood Policing is a style of policing that provides communities with a visible, familiar, accessible policing team who work in partnership with other agencies to reduce crime and anti-social behaviour and address local community safety priorities. The experience gained from the pathfinder projects will be used to guide the implementation of Neighbourhood Policing across all our divisions by April 2008.

Faithwatch, an initiative to improve the lines of communication between Nottinghamshire Police and local faith groups, is launched.

August 2005

A new drive to tackle violent crime across Nottingham gets under way. The initiative targets alcohol-related crime and disorder and domestic violence.

A series of workshops is organised by Nottinghamshire Police and local crime and disorder reduction partnerships to advise Nottinghamshire businesses on how to stay alert to the threat of terrorism following the July 7 bombings in London.

September 2005

A three-month operation is launched to prevent Nottingham students becoming victims of burglary and robbery. As well as promoting crime prevention advice via a dedicated website and other media, Operation Country 5 focused police activity in key student areas to deter offenders and increase detections.

The Home Secretary announces plans to restructure the police service to improve its resilience to the threat of terrorism and serious crime. The East Midlands is invited to submit proposals for the creation of larger, strategic forces in the region.

A permanent memorial to the late Nottinghamshire Police officer PC Ged Walker is unveiled close to the spot in Bulwell, Nottingham where he was fatally injured in the line of duty in 2003.

October 2005

Mark Kelly and Junior Andrews are convicted of the murder of schoolgirl Danielle Beccan in St Ann's, Nottingham in October 2004 and sentenced to life imprisonment.

Gun crime, serious violence and burglary in Nottinghamshire are continuing to fall - and at a faster rate than the national average - according to new Home Office statistics. The figures show that firearms offences in Nottinghamshire fell by 17% in the year to June 2005, compared to five per cent increase nationally. The level of more serious violence against the person offences, such as homicide and serious wounding, was down 29% in Nottinghamshire, compared to an eight per cent reduction nationally. House burglary in Nottinghamshire fell by nearly 24%, more than double the national average of 11%.

Two options for the merger of police forces in the East Midlands are submitted to the Home Office. The options are for a single region-wide force or a merger of Nottinghamshire and Derbyshire into one force and Leicestershire, Lincolnshire and Northamptonshire into another.

Nottinghamshire Police's annual Baseline Assessment by HMIC shows the Force to be performing at an acceptable level or above in 23 of the 26 activities measured. The Force is praised for reducing crime at a faster rate than other similar forces.

November 2005

Nottinghamshire's multi-agency Sherwood Project is chosen from more than 300 nominations as the overall winner of the national Justice Awards for 2005. The project has succeeded in reducing drug-related acquisitive crime and assisting offenders into effective drug treatment. The project is also spotlighted at the ACPO Drugs Conference in London.

A new custody suite opens at Carlton Police Station. The facility increases the Force's prisoner processing capacity and helps to relieve pressure on existing custody suites, particularly those in Greater Nottingham.

The Force is judged by Nottinghamshire Police Authority to be on the right track to deliver the necessary performance and organisational improvements identified by HMIC in its review earlier in the year.

New licensing laws come into effect, allowing pubs, bars and nightclubs to stay open later. Nottinghamshire Police and Nottingham City Council take part in the government's Alcohol Misuse Enforcement Campaign to deter drink-related crime and anti-social behaviour.

December 2005

Nottinghamshire becomes one of only three pilot areas in England to introduce drug testing on arrest as part of a national initiative to help more offenders break the cycle of committing crime to feed a drug addiction. Suspects of certain offences who test positive for Class A drugs are required to attend an appointment with a drug worker who carries out an assessment of their needs.

Nottinghamshire police officer Inspector Tony Dennis wins a national award for his commitment to forging positive relations between the police and minority communities.

Four members of the same family and a teenager are convicted for the murder of Rachel Hudson, the young woman whose body was found in the grounds of Newstead Abbey in 2004.

Operation Kingdom, a new approach to policing and reducing crime and anti-social behaviour on Nottingham's Bestwood Estate, shows early signs of success. In the first two months more than 80 arrests were made in connection with offences ranging from burglary to possession of drugs.

January 2006

New powers come into effect aimed at reducing bureaucracy and helping the police tackle the changing nature of crime. The powers include a single, simplified power of arrest for all offences, not just those previously defined as arrestable offences.

Nottinghamshire Police appoints a new Director of Intelligence to boost its fight against crime. Detective Chief Superintendent Neil James joins the Force from West Midlands Police to head up a restructured intelligence directorate.

Tactics used by Nottinghamshire Police and partners to tackle street prostitution and kerb crawling are recognised as best practice in the government's new prostitution strategy.

A 30% drop in assaults in pubs and clubs in Mansfield town centre over the Christmas and New Year period is revealed. Police used a giant TV screen to broadcast messages on the dangers of binge drinking and the penalties for drunken behaviour as part of a package of measures to deter alcohol-related crime and anti-social behaviour.

February 2006

Nottinghamshire police officer PC Rachael Bown is shot and seriously injured while on duty.

Police Community Support Officers on the South Nottinghamshire division begin piloting powers to detain people who commit low-level crime, disorder and anti-social behaviour.

Highways Agency traffic officers start patrolling the Nottinghamshire stretch of the M1 as part of a national programme to tackle congestion and free up police officers for core duties.

The importance of Crimestoppers in the fight against crime in Nottinghamshire is highlighted in figures showing that the service helped police make 167 arrests in 2005 and recover drugs and stolen property worth nearly half a million pounds.

March 2006

Three men are jailed for life for the murder of James Camamile in Clifton in July 2005.

A £1.1 million investment in the expansion of Neighbourhood Policing and a £1 million boost for the fight against serious and organised crime are among Nottinghamshire Police's priority spending plans for 2006/07 following the approval of the Force's budget.

Nottinghamshire Police prepares for the introduction of a new code of practice setting out the standards of service that victims of crime are entitled to receive. The Force decides to exceed the minimum standards in the code by committing to update victims of a significant development in an investigation within one day.

From better to best

Nottinghamshire Police launched its 'From better to best' programme in June 2005 to coordinate and deliver a wide-ranging programme of work aimed at enhancing the efficiency, effectiveness, performance and reputation of the Force and help it to become one of the top performing police forces in the country by 2010.

Contributing to Nottinghamshire Police's vision of A Safer Nottinghamshire for All, From better to best is designed to build on the recent reduction in crime in Nottinghamshire and ensure that the Force is in the best possible shape to consolidate this progress and meet the challenges presented by local and national policing and community safety priorities.

A number of key organisational and operational objectives are being delivered under the umbrella of From better to best, including:

- Implementing neighbourhood policing and ensuring the law-abiding citizen is at the heart of the local policing service
- Continuing to reduce burglary, vehicle crime and theft and tackling the supply and use of illegal drugs that lies behind the majority of these offences
- Fighting serious and organised crime
- Tackling violent crime and anti-social behaviour
- Reviewing the arrangements for how we appoint, develop and deploy our police officers and police staff
- Building capacity and resilience, reducing bureaucracy and making the most effective use of our resources
- Strengthening organisational relationships and partnerships that promote community safety and improvements in the local quality of life



To provide the leadership, focus and capacity to deliver these objectives, a number of changes in organisational structure and practice, supported by a reallocation of resources, were initiated in 2005/06.

The change process has been spearheaded by the Chief Constable and his Command Team, and progressed on their behalf by a dedicated project team supported by senior officers and managers leading the delivery of the different aspects of the From better to best project.

From better to best was launched following an initial review by Her Majesty's Inspectorate of Constabulary (HMIC) of Nottinghamshire Police's capacity and capability in tackling murder and other serious crimes. Prompted by reports in the media about the number of homicides being investigated by the Force at the end of the 2004/05 operational year, the review made a series of recommendations to improve the Force's response to major crime.

In July 2005 HMIC published a report of the Force's progress in responding to the review recommendations. The report recognised the "real progress" made to that point, and identified seven organisational and operational areas in which the Force needed to make "substantial practical advancement" by January 2006 in order that it continue to be considered efficient and effective. These areas were:

- Delivery of objectives
- Performance
- Proactivity
- People
- Resources
- Partnership
- Risk management

HMIC revisited the Force in January 2006 to inspect in depth the progress made in relation to these areas. A report of the inspection was published in June 2006 and judged Nottinghamshire Police as efficient and effective.

Operational performance

Overview

Crime in Nottinghamshire continued to fall in 2005/06 - and more offenders were caught and brought to justice.

Overall crime was reduced by 3.5% - the twelfth largest reduction in the country. Burglary fell by 19.4%, including a 14.5% reduction in house burglary - meaning almost 1,800 fewer Nottinghamshire households had their homes broken into.

Theft of motor vehicles fell by 23.7% and although theft from vehicles went up by 7.6% the number of offences recorded in March 2006, the final month of the operational year, showed a reduction in theft from vehicles compared to March 2005, indicating an improving picture.

Violent crime went up by eight per cent in 2005/06, an increase believed to be largely a side-effect of increased levels of proactive policing of the city centre and town centres at night and officers consequently recording more offences of less serious violence. Nottinghamshire continues to have one of the lowest rates of more serious violent crime in the country.

In addition, the proportion of offences detected in 2005/06 increased, up from 16.4% in 2004/05 to 21.2%. More than 29,000 offences were detected in 2005/06, almost a quarter more than in the previous year.

In July 2005, as part of its From better to best programme, Nottinghamshire Police recognised the need to build on the significant reduction in crime witnessed in 2004/05 and the early part of 2005/06 by establishing Force champions in key crime categories to be known as Silver and Bronze Commanders.

Bronze Commanders were identified for:

- Vehicle crime
- Criminal damage
- Anti social behaviour
- Robbery
- Burglary
- Domestic abuse
- Social violence (Alcohol related)
- Proceeds of crime
- Youth on youth violence
- Homicide reduction
- Stolen goods market reduction
- Criminal justice

The Bronze Commanders were organised into groups each under the coordination of a senior officer who takes the Silver Commander role. Silver Commanders were identified for:

- Acquisitive crime
- Violent crime
- Anti social behaviour
- Criminal justice
- Offender management

The Silver Commanders are responsible for reviewing and developing their respective strategies for managing crime performance, which take account of good practice developed within the Force and in guidance from the Home Office. They then ensure that our territorial divisions are reflecting this good practice in their local policing and crime reduction activities.



Identifying individuals as Silver and Bronze Commanders for crime performance has proved to be an effective vehicle for capturing the creativity and energy of front-line middle managers and channelling it not only into their day jobs, but also into the development of the organisation.

Some of the initiatives that have been 'kick started' by the appointment of these Force champions are:

- The violent crime Silver Commander has brought together an impressive range of partners with the collective aim of tackling violence. This builds on the nationally recognised work of the Bronze Commander responsible for managing the issue of alcohol-related violence in the City of Nottingham.
- The burglary Bronze Commander is a member of the national Association of Chief Police Officers' (ACPO) Burglary Group and has developed the burglary reduction strategy by taking into account the most effective practice available nationally.
- As the work on burglary reduction evolved the Force recognised the need for, and appointed, a lead officer for work to reduce the market for stolen goods. This officer has conducted extensive research on the subject and is in the process of developing a delivery plan.
- The vehicle crime Bronze Commander brings together managers from across the Force every month to ensure policing tactics and interventions are consistent and coordinated.
- Silver and Bronze Commanders are used as 'consultants' at Force performance management meetings to help coordinate the response to specific crime problems.

Acquisitive crime

Acquisitive crime is where an offender steals property from or defrauds a person, organisation or business. It can be burglary, breaking into a car to steal valuables left on display, shoplifting or using a stolen credit card. Robbery is also an acquisitive crime, but one that is classed as a violent crime because it involves the use or threat of force or violence. Illegal drug use lies behind much of these offences, with the money made from selling stolen goods often serving only to feed a drug addiction.

Burglary

Burglary of people's homes remained a key challenge for Nottinghamshire Police in 2005/06. There were 10,469 burglary (dwelling) offences in Nottinghamshire in 2005/06. This was the lowest number recorded since before April 2000, and represented a 14.5% decrease on the figures for 2004/05.

Operation Safer Homes was at the forefront of the Force's burglary reduction efforts. Safer Homes promotes the implementation of key processes and intelligence-led policing tactics that are known to help combat house burglary and manage prolific burglars. Built around good practice guidance from ACPO and informed by local and national strategic assessments, Operation Safer Homes provides the framework for burglary reduction activities across all our divisions.



To support Safer Homes, 'cold calling' exclusion zones were established in four areas of Nottinghamshire in partnership with Trading Standards to deter bogus officials and reduce the potential for distraction burglaries. Work with Nottingham's two universities was also expanded to raise awareness of crime prevention and home security among the city's student population.

A campaign was also held in the run-up to Christmas to highlight the consequences of buying and handling stolen goods. Police and Trading Standards officers visited second-hand shops, car boot sales and markets to check for stolen and counterfeit goods.

Prolific and drug-fuelled offenders

Managing and, ultimately, changing the behaviour of prolific and drug-misusing offenders is one of the keys to reducing acquisitive crime.

Thanks to our excellent partnerships with local Drug and Alcohol Action Teams (DAATs) and the Criminal Justice Intervention Team (CJIT) the waiting list for access to drug treatment is at an all-time low, and this has encouraged drug users to more readily access treatment now that it can be provided almost immediately.

Compulsory drug testing upon charge, introduced in Nottinghamshire in 2001, continues to help the Force identify the most prolific, drug-using offenders. In December 2005 testing on arrest was implemented in all the Force's custody suites, doubling the number of people tested and increasing opportunities for directing drug-fuelled offenders into treatment.

In 2005 a protocol was introduced to enable partner agencies to assist the Police during major drugs enforcement operations. The Partnership Protocol, which is signed by both DAATs in Nottinghamshire, allows for the confidential briefing of key partners in advance of large-scale arrests. This enables partners to be better prepared when these arrests occur and to ensure provision for treatment and advice services is available. This was used to good effect during Operation Evangelist in Newark. The protocol should also see a greater flow of information between agencies in relation to drug-related deaths, helping to reduce the risk of unnecessary deaths by targeting resources at the most vulnerable.

In November 2005, Nottinghamshire Police and partners from the County DAAT were invited to present their work at the National ACPO Drugs Conference. This was very well received and, as a result, a number of forces have visited Nottinghamshire to look at the work being carried out to reduce drug-related offending.

The Rat on a Rat Crimestoppers initiative continues to encourage members of the local community to pass on information about drug dealers. Nottinghamshire still receives an average of 20 calls a week, exceeding the national average.

The pioneering multi-agency Sherwood Project won the national Justice Award in November 2005. Research into offenders who have been on the project for two years or more has shown a considerable decrease in their offending rate. For instance, individual convictions for burglary have been reduced by 68% and robbery by 86%. A shift in offending behaviour from burglary and robbery to less serious crime such as shoplifting has also been identified.

A dedicated team funded by the Drug Intervention Programme has vigorously enforced Restriction on Bail (RoB) conditions. This has led to swift enforcement activity when offenders have failed to comply with their court order, minimising the opportunity for further offending.



The Multi Agency Intelligence Team (MAIT) continue to lead the way nationally in developing methods of identifying and tracking offenders throughout the Criminal Justice System.

Vehicle crime

In 2005/06 vehicle crime in Nottinghamshire was at its lowest level since before April 2000. The 22,519 offences recorded represented a one per cent reduction on the previous year. Theft of vehicles fell by 23.7%, although theft from vehicles rose by 7.6%.

A number of policing and partnership initiatives were employed during the year to combat vehicle crime in Nottinghamshire.

Information and intelligence on vehicle crime patterns enabled our divisions to target resources to 'hotspot' areas to deter and detect offences. In addition, the award-winning Sherwood Project now extends to autocrime offenders, increasing the level of supervision by and engagement with police and other agencies upon their release from custody.

Capture Cars - vehicles equipped with the technology to trap criminals - were deployed in the City of Nottingham with the support of the Nottingham Crime and Disorder Reduction Partnership and One Nottingham, the city's local strategic partnership. It is impossible for thieves to tell the difference between Capture Cars and other cars, but if they break into a Capture Car and steal valuables deliberately left inside, the police are alerted and the thieves and stolen property can be traced.

In a supporting awareness campaign, every household in the city received a letter reminding drivers to remove valuables from their vehicles when they park. Enclosed with the letter was a FORGET IT! Dashboard card, which can be displayed inside people's cars to tell potential thieves there are no valuables inside the vehicle.

Operation Rustproof - the removal of uninsured vehicles from the county's roads - was extended across the Force. In 2005, 1,752 vehicles were seized, resulting in 1,038 being scrapped and 700 being insured by their owners.

Another partnership initiative, Operation Cubit, netted more than 300 untaxed and abandoned vehicles in just four weeks in December 2005. The operation, which involved police, local authorities, the fire service and DVLA, led to the removal from public roads and car parks of vehicles at risk of being targeted by arsonists or used by offenders to commit crime.

To support the crackdown on vehicle crime, the Force is adopting devolved powers from DVLA to remove and dispose of untaxed motor vehicles.

Serious and organised crime

Nottinghamshire Police strengthened the way it deals with serious, organised and Level 2 (cross border) crime in 2005/06.

In July 2005 the Force established a Serious and Organised Crime Unit (SOCU) within a restructured Crime Directorate to coordinate work to tackle gun and drug crime, fraud and other organised criminality.

At the same time the Force Intelligence Directorate was restructured and a new post of Director of Intelligence established. This has created a centralised intelligence resource available to the entire force to support intelligence-led policing operations across Nottinghamshire.

Since July 2005 SOCU has made 92 arrests, recovered 24 firearms and seized controlled drugs with a street value of more than £2.6 million. Significant drug seizures included 140,000 e tablets, 150kg of cannabis resin and several quantities of cocaine in excess of 1kg.

This has been achieved through intelligence-led policing activity driven by the Force's tasking and coordination process and partnership working with agencies such as the National Criminal Intelligence Service, National Crime Squad and HM Revenue and Customs.

The Financial Investigation Unit is part of SOCU and responsible for recovering assets acquired through crime. Since April 2005, the unit has been granted 105 confiscation orders by the courts, signalling the recovery of assets worth £373,000.

Violent crime and anti-social behaviour

Nottinghamshire was not alone in experiencing an increase in violent crime in 2005/06. A rise of eight per cent is believed to have been largely a result of increased levels of proactive policing of the city centre and town centres at night and officers consequently intervening in and recording more offences of low-level violence.

In fact, the number of more serious violent crimes fell by 20% during the year and figures published by the Home Office in February 2006 showed that the rate of offences such as murder, attempted murder and serious wounding in Nottinghamshire was lower than every other part of the country apart from Surrey.

Nonetheless, Nottinghamshire Police and its partners have developed a comprehensive and coordinated approach to tackling violent crime. A Violent Crime Strategy Board has been convened, along with a delivery group which includes lead officers for the following violent crime categories:

- Homicide
- Alcohol-related violence
- Domestic violence
- Youth violence
- Offender management

Each of these areas has a control strategy and tactical delivery plan which has been shared across the Force and with key partners.

Gun crime

The downward trend in more serious violence was also reflected in the reduction in life threatening incidents and gun crime, which came down by 17.4% in 2005/06.

To consolidate efforts to further reduce gun crime, Nottingham Stands Together, a multi-agency strategy for tackling and preventing gun and weapon related violent crime, was launched for consultation in June 2005. Around 600 community groups were consulted upon the strategy, along with 200 young people, and the findings were communicated to partner agencies to inform their work to tackle this issue. The updated strategy and a supporting delivery plan were presented to the Nottingham Crime and Drugs Partnership Board in March 2006.

A project funded by the Government Office in the East Midlands was also established to inform preventative work by identifying offenders serving prison sentences for gun crime and finding out the issues that contribute to the problem from their perspective.

In addition, a range of projects are being undertaken to help vulnerable young people in the areas most affected by gun crime to access education, leisure, mentoring and employment opportunities and reduce the risk of their being drawn into gun culture.

Homicide

The number of homicides in Nottinghamshire in 2005/06 was 11, down from 17 the previous year, and Nottinghamshire Police was one of the best performing forces for reducing and detecting homicide.

The Force is currently one of only two in the country to have developed a homicide reduction strategy to complement its proven homicide investigation capability. Although the risk of homicide can never be eliminated, the strategy recognises that there are steps that can be taken to reduce the potential for it to happen or to stop previous offences escalating into homicide.

At the heart of the strategy is a robust process for submitting, analysing and acting on intelligence or 'warning signs' that help to identify people most likely to commit or become a victim of homicide. The strategy draws together preventative elements of other strategies covering issues such as domestic abuse, abuse of vulnerable people, gun and knife crime and missing persons.

Alcohol-related violence

New laws allowing people to drink for longer in pubs, bars and nightclubs came into effect in November 2005, and concerted and coordinated action by Nottinghamshire Police and partners has helped to keep the potential impact of this change on crime and disorder to a minimum. A number of successful initiatives and tactics were employed in 2005/06 to manage alcohol-related violence, including:

- Alcohol misuse enforcement campaigns run in each of our divisions, helping to deter and detect anti-social drinkers and irresponsible licensees and bar staff
- Issuing of penalty notices for disorderly conduct
- Multi-agency collaboration on alcohol test purchasing operations
- The achievement of high compliance rates for accredited door supervisors, considered to be a key to improving standards of management in licensed premises
- Use of passive drugs dogs in town centres
- Wide use of the 'Ban from One, Ban from All' sanction for people committing offences in licensed premises

Protecting vulnerable people

Previous good work to safeguard vulnerable people was consolidated in 2005/06 and a number of positive developments were delivered across the Force in partnership with other agencies. The Nottinghamshire CATS (Case Administration Tracking System) database of child protection referrals was expanded to include domestic abuse referrals. In 2005, the system received a Business in the Community award, and has now been extended to 12 police forces with other forces scheduled to introduce it in 2006.

Anti-social behaviour

Anti-social behaviour blights many local communities and Nottinghamshire Police continued to work in partnership with local authorities and other agencies to combat the problem. Work was undertaken in 2005/06 to ensure that activities to tackle anti-social behaviour are better coordinated across agencies.

Two new posts, an anti-social behaviour coordinator and an information officer, were created thanks to funding from the Force and Nottinghamshire County Council. The coordinator was appointed in August 2005 and undertook a three-month research project to identify areas where the partnership approach to reducing anti-social behaviour could be strengthened. Powers and tools such as anti-social behaviour orders and dispersal orders were used by police and partners at divisional level to deal with persistent anti-social behaviour.

Organisational performance

Operational policing in Nottinghamshire is complemented by a range of support units and departments that operate across the Force area. These include the control rooms that deploy our officers and answer calls from the public, the criminal justice department, scientific support unit, human resources department and other corporate services. Performance achievements in some of these areas are summarised below.

Criminal justice

2005/06 was an excellent year for the criminal justice department, with significant improvements in performance and processes across the department. Working with partners both internally and within the wider criminal justice system, the department has implemented significant pieces of work to meet future challenges. These include the implementation of all three Criminal Case Management Programme elements - Charging, No Witness, No Justice and Effective Trial Management.

In the custody arena, progress and performance improvements have been exceptional. The department opened a sixth custody suite at Carlton Police Station thereby creating further capacity across the force as a whole but specifically within the south of the county. This has enabled our largest custody suite - The Bridewell - to become more efficient and effective than ever before. Initial booking in waiting time in Nottinghamshire has reduced to an average of 15 minutes, significantly better than the performance of any other Force in the East Midlands region.

The department has initiated, developed and implemented a range of improvements to not only relieve the administrative burden on operational officers, but also to streamline and update processes to enable us to deal more efficiently and effectively with detainees to ensure that we gain as much information about their criminal activities as possible to enable us to bring more offences to justice. This includes the introduction of fingerprinting on arrest, which has so far enabled us to subject 40% of detainees at the Bridewell to live ID and print to mark checks via the Livescan system.

Meanwhile, DNA sampling on arrest has led to 30% increase in forensic identifications. In March 2006 we introduced footwear scanning and in the first week were able to match three to previously reported scenes of crime identifications.

Forensic science

The Nottinghamshire Police forensic function is productive and delivering good value for money. In 2005/06 performance improved for a fourth successive year with many new initiatives having a positive impact on the detection of serious and volume crime.

Approximately 21% of all crime is now attended by Crime Scene Examiners and good use is being made of fingerprint and DNA technology.

Performance in respect of crime scene attendance, production of forensic identifications and processing turn around times have all significantly improved, and the Force has attained top quartile ranking for six key performance indicators. Police Authority targets were consistently met in 2005/06 and new stretching internal targets have been set for 2006/07.

Citizen Focus

Citizen Focus is one of the key reforms of policing being undertaken in England and Wales. It describes a way of policing in which the needs and expectations of the public - individuals and whole communities alike - are understood by the police and routinely reflected in the service we provide. The Citizen Focus programme has three broad objectives. These are:

Neighbourhood Policing

Establishing visible, accessible and responsive Safer Neighbourhood Teams in every community who work in partnership with other agencies to tackle local problems and protect people's quality of life. All Forces have to deliver Neighbourhood Policing in every community by April 2008.

Quality of Service Commitment

Ensuring that people receive a high quality of service from the police whenever they have contact with us and for whatever reason

Community Engagement

Developing ways of consulting and communicating with local people that give them a say in the setting of local policing and community safety priorities and ensure they receive regular feedback

The implementation of citizen-focused policing within our Force took a significant step forward in 2005/06 with the constitution of the Citizen Focus Project Board, a board of senior officers and managers from different divisions and departments which continues to meet monthly under the chairmanship of an assistant chief constable.

Each member of the board has been designated as a 'silver commander' and has a specific role in helping the Force to deliver the many operational and procedural changes and improvements arising from Citizen Focus. A small corporate Citizen Focus team headed by a chief inspector was also established to support the implementation of the programme on a day-to-day basis.

Some aspects of Citizen Focus have already been implemented. For example, Safer Neighbourhood Teams were established in the Broxtowe/Wollaton and St Ann's areas of Nottingham in 2005 as pilots for the rest of the Force. The experience gained from these 'pathfinder' teams is being used to guide the extension of Neighbourhood Policing to other areas of Nottinghamshire.

Other elements of the programme are being rolled out from April 2006, starting with a new national Code of Practice for victims of crime, which sets out the services they are entitled to receive from the police and other criminal justice agencies.

Human resources management

Nottinghamshire Police has a devolved human resources management structure supported by central Personnel, Occupational Health and Safety and Learning and Development Departments. A new Human Resources Director was appointed to the Chief Officer team in September 2005, providing a professionally-qualified strategic lead on HR issues.

The HR Department is overseeing the Force's implementation of the national police service workforce modernisation programme. Progress in 2005/06 included:

PCSO recruitment

So far the Force has recruited more than 100 PCSOs to support the roll-out of Neighbourhood Policing in Nottinghamshire over the next two years. We aim to have 406 PCSOs by April 2008. The Force is currently training existing PCSOs in all powers allocated to them by the Chief Constable.

Civilianisation

In creating capacity to improve efficiency, effectiveness and the quality of the service we deliver, the Force has started a programme to civilianise 26 posts in 2006. Police officers affected by this change will return to front-line policing duties to help provide a better service to the people of Nottinghamshire.

Accreditation of the wider police family

An increasing number of community safety wardens in Nottinghamshire who are part of the wider policing family but who are employed by partner agencies are being granted additional enforcement powers. For example, Community Protection Officers employed by Nottingham City Council now have additional powers to issue Penalty Notices for Disorder.

Police staff career progression

Plans were initiated in 2005/06 to support the career progression of police staff by reviewing the appointment arrangements for vacancies. A newly-established Vacancy Control Panel decides if the advertising of each vacancy can be restricted to internal candidates in order to provide career development opportunities and protect against the potential effects of proposed police force mergers.

Learning and development

Learning and development activities support effective front-line policing, management and organisational development.

In 2005/06, our Learning and Development service delivered 32,000 training days on corporate courses (a training day is defined as one person attending a course for one day). A further 16,000 training days were delivered on divisional training programmes. This included the following staff and officer training:

- 61 new Police Community Support Officers
- 80 new Police Officers
- 138 new police drivers
- 39 additional advanced drivers
- 29 additional firearms Officers
- 109 newly-promoted police sergeants
- 46 newly-promoted police inspectors
- 287 supervisors and managers

A number of other achievements were recorded in addition to our course provision, including:

- Setting up a Community Advisory Group for Learning and Development, in order to gain direct community feedback about our programmes and to involve the community more in the delivery of training
- Extending partnership arrangements in order to work with agencies to deliver more joint courses
- Introducing a wide range of 'Know Your Community' training modules, in collaboration with various community and minority groups, to help officers have a better understanding of the diverse communities they serve
- Introducing our supervisors and managers to transformational leadership techniques, in order that they can engage better with their staff and with their customers and clients
- Training 658 officers to deploy HOSTYDS (Hollow Spike Tyre Deflation System) which will enable them to stop stolen or suspect vehicles without resorting to dangerous pursuits
- Launching a Heartstart training programme to be delivered to the community, including schools.

Police force restructuring

In September 2005 plans were announced by the government to review the structure of police forces throughout England and Wales in response to a report published by Her Majesty's Inspectorate of Constabulary in September 2005 which recommended the creation of bigger forces with the capacity and capability to protect the public from such threats as serious and organised crime and terrorism, while continuing to deliver effective local policing services.

Following an initial period of consultation over the two options put forward for restructuring forces in the East Midlands, the then Home Secretary Charles Clarke announced that his preferred option was for a single strategic police force for the East Midlands. This would involve the amalgamation of the Nottinghamshire, Derbyshire, Leicestershire, Lincolnshire and Northamptonshire forces with effect from April 2008.

In reaching his view, Mr Clarke said he had considered professional policing and financial assessments of both options for reconfiguring forces in the East Midlands. The other option was a merger of Nottinghamshire-Derbyshire and a merger of Leicestershire-Lincolnshire-Northamptonshire.

Nottinghamshire Police Authority, along with the other police authorities in the East Midlands, subsequently declined an invitation from the Home Office to volunteer for a merger. The Authority voted unanimously against a voluntary amalgamation after considering a report which showed a significant shortfall in the level of funding being offered by the Home Office towards the cost of setting up and running the new force and strengthening protective services in the region. Members also expressed continuing concerns over the governance of the new force.

With a voluntary merger ruled out, Mr Clarke confirmed his intention to merge the five forces in the East Midlands into one force by initiating a compulsory merger, which must be approved by Parliament. The Police Authority was given until August 2006 to submit any objections to this proposal, and a further round of statutory consultation was launched.

Following the appointment of Dr John Reid as Home Secretary, the timetable for the proposed mergers was relaxed to allow further discussions to take place between the Home Office, the police service and partners aimed at resolving concerns over restructuring, including the cost, how mergers will be funded and local accountability.

For Nottinghamshire Police and the other East Midlands forces and police authorities, this decision means that the August 2006 deadline for formal objections to the proposal to merge the five forces in the region has been postponed. No new deadline has been set.

In a letter to the Chief Constable, the Home Secretary said: "The replacement timetable will be an item for discussion. We want to ensure that people are given a proper opportunity to comment and raise objections once all the outstanding issues of relevance are resolved and communicated, and that will determine the deadline by which objections have to be lodged."

For forces originally facing amalgamation by April 2007, the effect of this announcement is that the process will be delayed. No Orders for enforced mergers will be laid before Parliament before the summer recess. However, the Home Secretary does still intend to lay an Order for the voluntary merger of Cumbria and Lancashire police forces before the summer recess, and this Order would still take effect in April 2007.

In his letter, Dr Reid said he remains committed to the creation of strategic forces as the best way to safeguard the public against such threats as serious and organised crime and terrorism, while still delivering dedicated neighbourhood policing.

HMIC Baseline Assessment

Introduction

Baseline Assessment is the annual process by which Her Majesty's Inspectorate of Constabulary judge the relative strengths and weaknesses of all 43 police forces in England and Wales. Baseline Assessment reports for 2005 were published in October 2005.

The 2005 Baseline Assessment report for Nottinghamshire Police recognised the significant progress made by the Force in tackling serious crime and reducing problems such as burglary and vehicle crime.

It commended the Force for reducing crime at a faster rate than other similar forces and achieving "significant results" in the fight against gun and drug-related offences.

The report identified some areas for improvement but acknowledged the progress made to address these issues and the recommendations of HMIC's review earlier in 2005 of the Force's capacity and capability in dealing with murder and serious crime.

Grades

The 2005 Baseline Assessment reported on 26 separate activities (known as Key Issues Frameworks) undertaken by police forces. These 26 activities represent no fewer than 328 different key issues.

Performance in each of the 26 areas was given one of four grades - excellent, good, fair or poor. These grades are based on evidence considered by HMIC and other factors, including recorded crime statistics in each force area and how forces perform in relation to Statutory Performance Indicators (SPIs) compared to a small group of most similar forces.

The breakdown of grades for Nottinghamshire Police was:

Grade	Number
Excellent	0
Good	5
Fair	18
Poor	3

With Fair representing acceptable performance, Nottinghamshire Police was judged to be performing at or above an acceptable level in 23 of the 26 activities measured.

Direction of travel ratings

The 2005 Baseline Assessment also judged whether forces' performance in each of the 26 activities had improved, stayed the same or deteriorated when compared to the 2004 Baseline Assessment. In 2004, this 'direction of travel' rating was factored into grades, but in 2005 it was shown separately.

Of the 26 grades in 2005, only 21 were comparable to 2004 due to changes in the make-up of some of the Key Issues Frameworks.

The breakdown of ratings for Nottinghamshire Police was:

Rating	Number
Improved	5
Stable	14
Deteriorated	2

In summary, Nottinghamshire Police was judged to be stable or improving in 19 of the 21 ratings where a comparison was possible.

Best Value reviews

Introduction

The Local Government Act 1999 places a statutory duty on Best Value authorities to “make arrangements to secure continuous improvements in the way they exercise their functions, having due regard to a combination of economy, efficiency and effectiveness”. Nottinghamshire Police Authority has responsibility for this duty.

The Best Value review programme continues to make progress - and more importantly, efficiency savings. Police Authority members and policing staff work together to scrutinise different areas of activity to identify areas for improvement.

It is expected that a Best Value review process will identify demanding targets for performance improvement throughout the service. Year on year improvements are underlying objectives, which subsequently feed into the Force efficiency plan.

The Best Value methodology provides a statutory framework and guidance on how reviews should be conducted:

- **Challenge** why and how a service is provided
- **Compare** the performance of others across a range of relevant indicators
- **Consult** local taxpayers, service users, partners and the wider business community
- **Compete** wherever practicable, to determine who can best deliver an efficient and effective service
- **Collaboration** with other forces, agencies organisations

In compliance with this framework the Force must consider:

- **Efficiency**, thus maximising outputs to inputs
- **Effectiveness**, allocating resources to meet objectives
- **Economy**, making the best use of financial resources
- **Best Practice** through benchmarking

Each review is assessed by Her Majesty’s Inspectorate of Constabulary to ensure compliance with the ‘Five Cs’ methodology as outlined above. The HMIC specifically considers how good the services are and if they will improve.

Best Value review of health and safety

The Force has ample processes in place to satisfy compliance with legislation and it is clear that all staff cite colleagues’ safety and their own personal safety as a priority.

However, a number of safety procedures and protocols remain unobserved or underused. General awareness is low, health and safety messages are not effectively marketed and there are few dedicated training programmes. In addition, the bulk of the Occupational Health Unit’s activity focuses upon addressing sickness and welfare issues, rather than health and safety issues.

The review of health and safety focused on the following areas:

- Risk assessment management
- Risk assessment format
- Risk assessors
- Accident statistics and analysis
- Health and safety performance measures
- Health and safety management
- First aid training

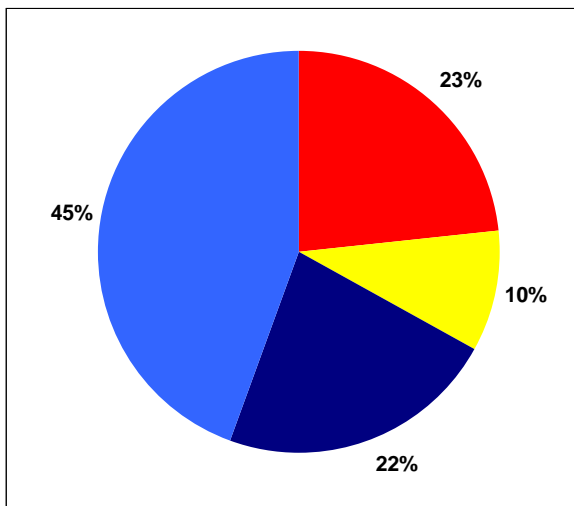
The Best Value review of health and safety produced 23 recommendations, all of which have been accepted. The recommendations include:

- A targeted health and safety marketing campaign. The results should be measured and demonstrate an increase in employee awareness. In addition the Force should develop a health and safety intranet site
- Staff receive the opportunity to develop and work towards a recognised and relevant health and safety qualification appropriate to their role
- The Force develops a rolling programme of risk assessments with clear measurable targets. All appropriate facilities, roles and equipment should be audited
- The Force devises specific risk assessments and publishes instructions for guidance throughout the Force
- Accident statistics are a standing agenda item on Health and Safety Committee meetings
- The Occupational Health Unit develops an updated health and safety policy document, detailing clear processes, guidelines and areas of responsibility that are generic across divisions and workplaces
- The Force continues to assess first aid training needs and addresses the relevant recommendations of the McPherson Report

The implementation of the recommendations will assist in ensuring public safety, while safeguarding the health and safety of Nottinghamshire Police employees. A Performance Improvement Plan has been developed to aid the implementation process.

Financial charts

Where our money came from in 2005/06



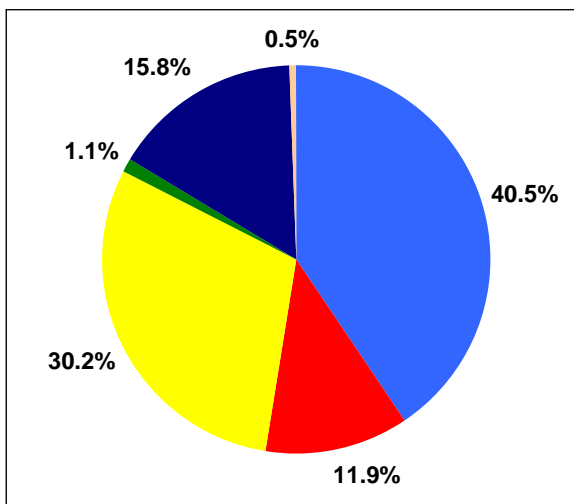
	£m
Council Tax	40.561
National Non Domestic Rates	16.672
Revenue Support Grant	38.945
Home Office grant	77.189
Total	173.367

Key to chart

■	Council Tax
■	National Non-Domestic Rates
■	Revenue Support Grant
■	Home Office grant

How the money was spent

The overall budget for 2005/06 was £173.367 million. Of this, £28.699 million was spent on police pensions. The cost of administering the Police Authority was £0.939 million.



	% of spending
Divisions	40.5%
HQ Departments	11.9%
HQ Operational Support	30.2%
Central budgets	1.1%
Police pensions	15.8%
Police Authority	0.5%

Key to chart

■	Divisions	■	Central budgets
■	HQ Departments	■	Police pensions
■	HQ Op Support	■	Police Authority

Funding is provided mainly from central Government. The share of national funding that each police service receives is determined by a formula that takes into account factors that drive the need for policing locally.

The remainder of the funding is provided through a precept levied (or charge gathered) through district councils by the Police Authority, which is collected as part of the Council Tax.

Police authorities are required by Government to make three per cent annual efficiency savings.

Efficiency savings in 2005/06

	£m
• Re-allocation of police officers as part of 2005-06 Budget	1.1
• Savings through local initiatives inc. traffic warden posts, overtime reductions, transport savings, supplies and services saving and sundry staff adjustments	2.4
Cashable sub-total	3.5
• Savings from shift system changes	0.6
• Anti-bureaucracy initiatives	0.2
• 2004/05 carry forward	0.6
• Savings through local initiatives inc. reallocation of existing staff and duties, local area command restructures, use of Fixed Penalty Notices	3.1
Non-cashable sub-total	4.5
Total	8.0

Major capital projects in 2005/06

Capital expenditure during 2005/2006 totalled £10.8 million. Major schemes undertaken and included in this amount were:

	£m
• Newark Police Station	3.4
• Homicide/Major Crime adaptations	0.6
• Airwave	0.6
• National Case: Custody project	0.5
• Mansfield Woodhouse	0.4
• National Briefing Model	0.3
• Automatic Number Plate Recognition (ANPR)	0.2
• Performance Management System	0.2
Total	6.2

Gross revenue expenditure 2005/06

	Budget £'000	Actual £'000
Police Officers pay & allowances	92,801	93,459
Police Staff pay & allowances	33,862	34,339
Other employee expenses	1,238	1,339
Police Pensions	29,812	31,580
Premises	5,187	5,301
Transport	5,605	6,592
Communications & IT	5,054	4,275
Other Supplies & Services	7,765	9,801
Collaborative arrangements	318	1,034
Police Authority	865	939
Financing costs net of income	-9,140	-14,391
	173,367	174,268

Performance charts

DOMAIN A: CITIZEN FOCUS

User satisfaction measures		2005/06
1	Satisfaction of victims of domestic burglary, violent crime, vehicle crime and road traffic collisions with respect to:	
	a. Making contact with the police	87.1%
	b. Action taken by the police	71.7%
	c. Being kept informed of the progress	50.9%
	d. Their treatment by staff	83.9%
	e. The overall service provided	73.1%
Confidence measures		
2a	Using the British Crime Survey, the level of confidence in local police	39%
Fairness, equality and diversity measures		
3a	Satisfaction of victims of racist incidents with respect to the overall service provided	66.2%
3b	Comparison of satisfaction for white users and users from minority ethnic groups with respect to the overall service provided	White 72.9% Minority 67.5%
3c	Percentage of PACE searches which led to arrest, by ethnicity of the person searched	White 16.0% Minority 16.7%
3d	Comparison of sanction detection rates for violence against the person offences, by ethnicity of the victim	White 35.2% Minority 34.7%

DOMAIN 1: REDUCING CRIME

Measures of crime level		2005/06
4	a. Using the British Crime Survey, the risk of personal crime	6%
	b. Using the British Crime Survey, the risk of household crime	24%
5a	Domestic burglaries per 1,000 households	-14.5%
5b	Violent crime per 1,000 population	8.0%
5c	Robberies per 1,000 population	5.0%
5d	Vehicle crime per 1,000 population	-1.0%
5e	Life threatening and gun crime per 1,000 population	-17.4%

DOMAIN 2: INVESTIGATING CRIME

Offences brought to justice measures		2005/06
6	a. Number of offences brought to justice	28,782
	b. Percentage of offences brought to justice	20.8%
6c	Class A drug supply offences brought to justice per 10,000 population	
	i. Total	0.502
	ii. Cocaine	0.097
	iii. Heroin	0.300
Detection measures		
7a	Percentage of notifiable offences resulting in a sanction detection	21.2%
7b	Percentage of domestic burglary detected	10.3%
7c	Percentage of violent crime detected	49.7%
7d	Percentage of robberies detected	18.4%
7e	Percentage of vehicle crime detected	5.4%
Domestic violence measures		
8a	Percentage of domestic violence incidents with a power of arrest where an arrest was made related to the incident	52.6%
8b	Of 8a, the percentage of partner-on-partner violence	81.9%

DOMAIN 3: PROMOTING PUBLIC SAFETY

Traffic measures		2005/06
9a	Road traffic collisions resulting in death or serious personal injury per 100 million kilometres travelled	0.185 (provisional)
Quality of Life measures		
10a	Using the British Crime Survey, fear of crime:	
	a. Percentage very worried about burglary	17%
	b. Percentage very worried about car crime	19%
	c. Percentage very worried about violence	18%

DOMAIN 4: PROVIDING ASSISTANCE

Front-line policing measure		2005/06
11a	The percentage of police officer time unavailable for front-line policing	Data unavailable
Resource use measures		
12a	i. Proportion of police recruits from visible minority ethnic groups	3.4%
	ii. Percentage of the economically active population of the Force area from visible minority ethnic groups	5.0%
12b	Ratio of officers from minority ethnic groups resigning to all officer resignations	14.3%
12c	Percentage of female police officers compared to overall force strength	19.5%
13a	Number of working hours lost due to sickness per police officer	78.47
13b	Number of working hours lost due to sickness per member of police staff	85.70