

Nottinghamshire Police Authority  
& Nottinghamshire Police

# Annual Policing Plan 2007/08



# **Annual Policing Plan 2007/08**

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& Nottinghamshire Police

<b>Foreword</b>	<b>3</b>
<b>Introduction</b>	<b>4</b>
<b>The national context</b>	<b>7</b>
<b>Getting close</b>	<b>8</b>
Developing and delivering citizen-focused, customer satisfying policing	
<b>Getting the volume down</b>	<b>11</b>
Reducing acquisitive crime, managing prolific offenders and problem drug use	
<b>Getting serious</b>	<b>17</b>
Tackling life-threatening crime and organised criminality	
<b>Getting safe</b>	<b>20</b>
Reducing violence, anti-social behaviour and road casualties	
<b>Our people</b>	<b>24</b>
<b>Our processes</b>	<b>27</b>
<b>Our partnerships</b>	<b>30</b>
<b>Performance assessment</b>	<b>32</b>
<b>Performance targets 2007/08</b>	<b>33</b>
<b>Financial information</b>	<b>39</b>
<b>Glossary</b>	<b>41</b>

It's our pleasure to welcome you to the 2007/08 Annual Policing Plan for Nottinghamshire. The plan sets out our objectives over the next 12 months and explains what we will do to achieve them.

Reducing crime and catching criminals are the essence of our business and, consequently, this plan recognises the important contribution that these activities make to community safety and the quality of life in Nottinghamshire.

It is an approach that has yielded positive results in recent times. Crime in Nottinghamshire has fallen every year since 2002/03 and, with the continued support of our partners and local communities, we will endeavour to reduce it still further.

But important as reducing volume crime will continue to be, it does not reflect the entirety of our ambition or the challenges confronting policing in the year, and years, ahead.

Staying alert to the threat of terrorism and dismantling serious and organised crime are key priorities which, following the abandonment of police force merger

proposals, will demand an unprecedented level of collaboration with our neighbouring forces and national crime fighting agencies.

Much of this work necessarily goes on behind the scenes, but you can be assured that we are working diligently and skilfully to deliver the strongest possible protective services for Nottinghamshire and the rest of the East Midlands.

Our overall vision for the future has at its heart providing a professional, customer-focused style of policing that not only engages, understands and meets the needs of the people we serve, but also exceeds their expectations wherever possible.

We are aiming to make this vision a reality by making our service, our officers, more visible, accessible and connected to local communities than ever before, and making sure that every person who comes into contact with Nottinghamshire Police receives a high-quality service that is tailored to them.

We want people to feel reassured by, confident in and satisfied with the service we provide. We want to demonstrate that we are battling for them.

**Steve Green**  
Chief Constable  
Nottinghamshire Police



**John Clarke**  
Chairman  
Nottinghamshire Police  
Authority

## Nottinghamshire Annual Policing Plan 2007/08

This document sets out the Annual Policing Plan that Nottinghamshire Police Authority and Nottinghamshire Police are committed to delivering in 2007/08.

Nottinghamshire Police must, by law, produce an Annual Policing Plan for the Police Authority to approve and publish.

The Police Authority is an independent body responsible for overseeing policing in the county. It has seventeen members; seven county councillors, two city councillors, three magistrates and five independent members of the public.

Its main purpose is to ensure that an efficient and effective police service is provided for the people of Nottinghamshire.

The Authority sets the budget for the Police Force, which includes setting the level of the amount of Council Tax that is paid towards policing. The Authority is also responsible for scrutinising the performance of the force against targets agreed in consultation with the Chief Constable, partners and the local community.

Another key role is consulting the people who live and work in the county to find out what they expect from their police services. Feedback from this consultation is used to help prioritise services and resources and to set the priorities set out in this Plan.

The Policing Plan sets out how the force aims to continue reducing crime, improve community safety and reassurance and deliver the most efficient and effective policing

service possible to the people of Nottinghamshire.

The Plan takes account of:

- Current national community safety and policing plans and priorities (see page 7)
- The authority and force's three-year strategic plan 2005-08
- The force and divisional strategic assessments, which consider how emerging issues impact on policing
- Local policing priorities identified in consultation with local people and stakeholders
- Crime reduction strategies produced by local community safety partnerships
- Local Area Agreements (LAAs) between Nottingham City and Nottinghamshire County Councils and the government. Policing contributes, in particular, to the delivery of the Safer and Stronger Communities element of the LAAs.

The structure of the Plan reflects the force's key operational and organisational objectives in 2007/08 (see Figure 1 overleaf).

## Development of the Plan

The objectives in the Plan cover the strategic policing priorities determined by the Home Secretary (see page 7) and local objectives and performance targets determined by the police authority. The diagram in Figure 2 overleaf shows the linkages between the national and local strategic planning processes.

An important recent development has been the Strategic Review process where the results of consultation and

 continued on page 5

Figure 1: Our objectives



Figure 2: The planning process



**Development of the Plan**

➡ continued from page 4

surveys are fed directly into the decision-making and planning process of the force.

Local objectives and priorities set

by the police authority have been informed by operational and organisational challenges, risks and financial constraints faced by the authority and the force, and also by the feedback from planned

➡ continued on page 6

## Development of the Plan

 continued from page 5

consultation with partner organisations, key stakeholders and the local community.

The Police Authority also sets what it considers to be appropriately stretching target levels of performance. This ensures that the force is meeting the needs of the community and delivering a citizen-focused, quality service that provides good value for money. Details of performance targets for 2007/08 appear in pages 33 to 38.

The Plan does not, and is not intended to, detail every activity that will be undertaken by Nottinghamshire Police in 2007/08. It is intended to reflect the force's chief priorities across the main areas of its business.

## Publishing the Plan

The final plan will be published on the websites of Nottinghamshire Police Authority and Nottinghamshire Police.

The Plan is intended to be a document which is a point of reference for all those involved in policing in the county. Progress against the objectives set out will be closely monitored by the authority as part of its function of holding the Chief Constable to account for the delivery of the Plan.

We will report the progress made by the force in the Local Policing Summaries to be sent to each household in Nottinghamshire later in the year.

## The National Community Safety Plan 2006-09

The National Community Safety Plan (NCSP) 2006-09, updated in November 2006, sets out the government's three-year community safety and policing priorities.

The NCSP recognises that community safety cannot be successfully delivered by the police on their own and that effective partnerships at national and local level are vital.

The government's community safety priorities for 2006-09 are set out under six themes:

- Making communities stronger and more effective
- Further reducing crime and anti-social behaviour and building a culture of respect
- Preventing extremism and countering terrorism
- Creating safer environments
- Protecting the public and building confidence
- Improving people's lives so they are less likely to commit offences or re-offend.



crime, drug-related crime and alcohol-related crime and disorder

- Enable people to feel safer in their communities by embedding a dedicated, visible, responsive and accountable neighbourhood policing team in every area by April 2008; working in close collaboration with local government and other community safety partners; and reducing the public perception of anti-social behaviour
- Continue to bring offences to justice, in partnership with other criminal justice agencies in line with the government PSA target through improved performance on sanction detections, especially in relation to more serious crime
- Strengthen public protection by increasing capacity and capability for dealing with widespread threats, and in particular by tackling serious and organised crime
- Protect the country from both terrorism and extremism.

## National strategic policing priorities 2007/08

The national priorities are to:

- Reduce overall crime in line with the national PSA target (*to reduce crime by 15%, and more in high crime areas*), including by focusing on more serious violent

## Introduction

Getting close symbolises the force's commitment to getting close to people by delivering and continuously improving the service it provides to local communities and individual citizens.

Community policing and reassuring the public are identified in our consultation as a vital issue for the communities we serve.

The force and the police authority consider the development of customer-focused policing to be crucial and it will continue to be a very high priority in 2007/08.

## Neighbourhood Policing

Neighbourhood Policing is the delivery of a local policing service by a visible, accessible and responsive team of police officers, police community support officers (PCSOs) and special constables, who work in partnership with local people and partner agencies to tackle crime, anti-social behaviour and other problems which affect local communities. In Nottinghamshire these teams are called Safer Neighbourhood Teams.

Safer Neighbourhood Teams have already been introduced in many parts of Nottinghamshire. PCSOs form an essential part of the neighbourhood policing service, and the force has been active in recruiting and training them.

Our plans for 2007/08 include:

- Continuing to roll out Safer Neighbourhood Teams so that all parts of Nottinghamshire have a dedicated team in place by the end of March 2008

- Increasing the opportunities that people have to make contact with their Safer Neighbourhood Team, shape local policing priorities and find out what action is being taken in response to the issues they raise
- Working with partner agencies to develop a joint approach to managing local neighbourhoods
- Working with Local Criminal Justice Board partners to establish community justice courts in Nottingham. The aim is to give the local community an opportunity to provide their views to the judiciary that may have a bearing on how defendants are dealt with.

## Customer service

Nottinghamshire Police is committed to providing a high quality and professional service.

In November 2006 the force published its first Quality of Service Commitment (QoSC), covering the standards of service and contact that people can expect to receive from the organisation.

The QoSC is part of the national Citizen Focus policing programme and sets the standard that every force in England and Wales is required to meet in eight areas of customer service, including making it easy to contact us, keeping people informed and ensuring people's comments and concerns help to shape how we police. The force's commitments in each of these areas are published online at

[www.nottinghamshire.police.uk](http://www.nottinghamshire.police.uk)

## Customer service

➤ continued from page 8

Our plans for 2007/08 include:

- Developing the Quality of Service Commitment to include additional activities and enhanced standards of service
  - Developing a 'mystery shopper' project to identify potential improvements in customer service practice
  - Creating capacity to improve the service to victims of crime and non-victims through the use of technology
  - A pilot project to improve the service to victims of burglary, and corresponding satisfaction levels, by recording and using their experiences to promote organisational learning and understanding.
- Maintaining effective communication and consultation methods, including Independent Advisory Groups (to which the force's commitment has been recognised nationally), public meetings, focus groups, victim satisfaction surveys and residents' surveys
  - Changing the way the force surveys victims' satisfaction by conducting telephone surveys instead of postal questionnaires to get better quality information about how victims feel about the service they receive
  - Coordinating the cycle of consultation activity so that feedback from the public can directly inform the regular review of the force's strategic business, the setting of priorities and the budget planning process by the police authority
  - Implementing Tell Us, a system for recording and managing the response to complaints, compliments and comments from the public about policing in Nottinghamshire.

## Community engagement and consultation

Engaging and consulting with the community on crime and policing issues is a pre-requisite for delivering effective customer-focused policing.

Community engagement and consultation enables the force and the police authority to understand the needs, experiences and expectations of local communities and customers and then use this feedback to shape and improve policing services and help establish policing priorities at strategic, divisional and neighbourhood levels.

Our plans for 2007/08 include:

## ***On the Street*** – increasing police visibility and reassurance

Public perceptions of the effectiveness of the local policing service are influenced, to some degree, by the visibility of police in the community. Police visibility can also help to deter crime and anti-social behaviour and promote public reassurance and confidence.

➤ continued on page 10

## ***On the Street* - increasing police visibility and reassurance**

 continued from page 9

The expansion of neighbourhood policing to every part of the county over the next 12 months will make a significant contribution to increased police visibility in the community.

In addition, police officers will spend more of their duty time out of police stations and in the community. Changes to internal processes and practice will aim to reduce bureaucracy and support this programme of work.

Entitled 'On the Street', the initiative is currently in the early stages of development and is scheduled to be implemented in phases over the next three years.

The initial plans include:

- Changing the intelligence submissions process to concentrate on the quality of the submissions, not the quantity, thus reducing the time that officers need to spend entering intelligence data into a computer
- Ceasing, wherever possible, the practice of officers typing up witness statements in a police station
- Encouraging officers to take their refreshment and meal breaks in appropriate public places.

## **Embracing diversity**

The force and the police authority recognise the importance of providing a professional policing

service that respects the diversity of everyone we serve.

We know that by reflecting Nottinghamshire's many different communities within the make-up of the police workforce our services are more likely to be fair and accessible to all.

Having implemented Race Equality and Disability Equality Schemes, we will also be developing a Gender Equality Scheme by April 2007 to meet the requirements of new Sex Discrimination Act legislation.

Thereafter, it is proposed that a single equality scheme is developed spanning the six main strands of diversity – race, gender, age, religion or belief, disability and sexual orientation.

The force will continue to work in partnership with a number of Independent Advisory Groups (IAGs), representing minority groups across Nottinghamshire, which provide the police with 'critical friend' advice about different aspects of policing policy and practice.

## Introduction

Getting the volume down describes the force's objective to reduce offences of volume crime such as burglary, theft, vehicle crime, robbery, violence, drug offences and criminal damage.

Feedback from surveys and consultation with the public indicates that volume crime and the speedy investigation of crime when it does occur remain among the greatest concerns of local communities. As such, reducing and detecting offences of volume crime will continue to be a priority for the force and the police authority.

The force has made significant progress in reducing house burglary and vehicle crime in recent years. This has contributed to Nottinghamshire Police recording the seventh largest reduction in overall crime – of which volume crime constitutes the majority – in England and Wales between 2001/02 and 2005/06.

In 2007/08 the force will continue to commit significant resources to tackling volume crime and the illegal and problem drug misuse that fuels offences of acquisitive crime in particular.

## Acquisitive crime

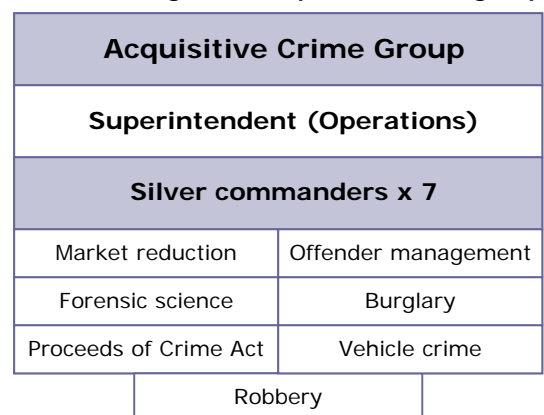
Reporting to the Assistant Chief Constable (Crime), the Acquisitive Crime Group includes 'silver commanders' – supported by 'bronze commanders' – for key volume crime offences or themes, as shown in Figure 3. The identification of these force 'champions' has proved to be most effective. They act as consultants at performance management meetings, contributing to a team-

based, problem-solving approach.

Some of the developments kick-started by the appointment of silver commanders are:

- The burglary bronze is a member of the national ACPO Burglary Group and has developed the burglary reduction policy by taking into account the most effective practice available nationally
- As the work on burglary reduction has evolved the force appointed a force champion for the reduction of criminal markets. This officer has conducted extensive research and is in the process of developing a delivery plan
- The vehicle crime bronze brings together managers from across the force monthly to ensure tactics are coordinated.

Figure 3: Acquisitive crime group



## House burglary

Nottinghamshire Police recognises that being a victim of burglary is one of the most traumatic crimes that people can suffer.

The force plans to continue tackling burglary with vigour by promoting effective home security at every opportunity, disrupting and reducing the stolen goods market and maximising the opportunities from its burglary investigative processes.

Our plans for 2007/08 include:

- Ensuring best use of forensic opportunities in investigating burglary including DNA, fingerprint and footwear impressions
- Working with trading standards to introduce 'no cold calling' zones where appropriate to discourage rogue traders and bogus callers
- Encouraging and reminding people to be security conscious in the home in order to prevent opportunist burglary and theft
- Reducing the risk of people being burgled for a second time by offering practical support to reduce their vulnerability
- Working with housing providers to ensure that security features are considered in the design and refurbishment of residential properties
- Working with other agencies to target persistent burglars.

partner agencies focusing resources on offenders whose behaviour causes the most harm to the community.

In 2007/08 we will:

- Manage, with our partners, prolific and priority offenders through the award-winning Sherwood Project
- Manage those drug-misusing offenders who are subject to Restriction on Bail. This sanction, piloted in Nottinghamshire, restricts access to court bail if defendants refuse a drug assessment and any follow-up treatment proposed.

In addition, the force Drugs Directorate will develop a process to identify those offenders who are not prolific and priority offenders but who:

- On arrest for a 'trigger' offence, test positive for heroin or cocaine and have previous convictions for house burglary
- Are being managed by the Probation Service due to having committed house burglaries
- Are identified as high crime causing users of controlled drugs.

These offenders will be managed locally on divisions, using appropriate police resources with links to partnership support services, including drug treatment, housing, education and employment.

## Offender management

Offender management means

 continued on page 13

## Offender management

▶ continued from page 12

The force will also continue working with its counterparts in Holland, Poland and Sweden as part of the AGIS research project studying new approaches to drug enforcement and rehabilitation.

## Market reduction

Market reduction involves making it as difficult as possible for burglars, thieves and their criminal associates to sell on stolen property. If the risk of capture and detection is too great, or the money to be gained from stolen goods is too little, the likelihood of the property being stolen in the first place is reduced.

Our plans to reduce the market for stolen goods in 2007/08 include:

- Promoting the use of Smartwater and detection aids across the county to deter theft and make it easier to reunite victims with their belongings if they are recovered
- Encouraging consumers to consider using the Immobilise website database for recording details of their valuables at or close of the point of sale of such items
- Targeting enforcement operations and corresponding awareness campaigns at different times of the year, such as Christmas
- Undertaking overt and covert visits to second-hand retailers and pawn brokers to check for stolen property
- Using covert Capture Cars and Capture Homes containing

marked and traceable property in order to identify offenders and sellers of stolen goods

- Increasing applications for search warrants against handlers of stolen goods
- Utilising the Proceeds of Crime Act, where appropriate, to seize criminal property from handlers.

## Vehicle crime

Thefts of and from motor vehicles in Nottinghamshire are falling, but there are still too many vehicles being broken into or stolen.

In 2007/08 the force will continue to raise awareness of the simple and inexpensive precautions that people can take to reduce the risk of becoming a victim, such as removing all items of value from vehicles when they park, ensuring doors are locked, parking in a well-lit place at night and keeping car keys secure at home.

Our plans include:

- Promoting the use of the Immobilise database for recording ownership of satellite navigation and in-car entertainment systems
- Contacting and offering crime prevention advice to registered keepers of vehicles found to have left belongings or evidence of valuables such as sat-navs in their vehicle
- Promoting other vehicle security products and services, including Secured by Design-accredited car parks, non-returnable screws for vehicle registration plates and secured tax disc holders

▶ continued on page 14

## Vehicle crime

➤ continued from page 13

- Working with the ACPO Vehicle Crime Intelligence Service (AVCIS) to share good practice on how to catch criminals on the roads and prevent them from using vehicles to commit further crime.

## The AGIS project

The AGIS Project is an EU-funded research project, led by the police authority with partners in Assen (Holland), Poznan (Poland) and Stockholm (Sweden).

The project's aims are to research and develop best practice in disrupting drug markets and managing drug using offenders. This involves research by the Jill Dando Institute, the Dutch and Polish Police Academies, placements by police officers and drug workers in each area, plus a number of seminars to discuss the findings and take actions forward.

A final pan-European conference is due to be held in Nottingham in April 2008. Already, the force has used Assen's 'Adopt an Offender' process to form a new level of offender management for the Sherwood Project. Stockholm's LOTs Project, aimed at using the police to identify and direct drug users into treatment before they offend, is also being developed across Nottinghamshire.

## Business crime

Around one in every four reported crimes in Nottinghamshire is committed against a business.

To help tackle business crime the

force, working in partnership with other agencies, has launched Nottinghamshire Safer Business Initiative aimed at reducing business crime and the fear of crime.

The initiative is steered by a panel of representatives from the business community and funded by Alliance Sub-Strategic Partnership, Greater Nottinghamshire Partnership, Nottinghamshire Fire and Rescue Service, local authorities, community safety partnerships and Nottinghamshire Police.

While there is currently no official Home Office definition of business crime, the force defines it as: *Any crime against a business, or on business premises or which is likely to have a negative impact upon that business.*

Nottinghamshire Safer Business Initiative is able to assist on a number of levels:

- Free crime prevention to help identify areas of potential weakness and recommendations for security improvements
- Supplying cost-effective crime prevention products at 40% less than the Recommended Retail Price
- Assisting in setting up Business Watches or combined security schemes on business parks
- Promoting the Police Portal messaging system, which enables businesses to receive regular information on crimes and incidents committed in their area or against their type of business.

➤ continued on page 15

## Business crime

▶ continued from page 14

The force will also work to develop petrol station forecourt watch schemes, an idea initiated by BOSS (British Oil Security Syndicate), to reduce theft and robbery in these locations.

The scheme means companies automatically receive early warnings and timely advice about criminal activity in the area that may affect their businesses. It means people like petrol station owners are in the position to take appropriate crime prevention measures, brief their staff about potential problems and ask them to contact the police the moment they see something suspicious.

## Forensic science

Science and technology continues to make an important contribution to solving crime and bringing offenders to justice. The force seeks to make the best use of new developments to improve its productivity and the quality of the service delivered to the public.

Our plans for 2007/08 include:

- A new car clinic started operations from Mansfield Police Station in August 2006 providing a specific service for victims of theft from a vehicle. The service has been well received and the force plans to expand the service in 2007/08. The force is focused on delivering fast response times and attending and examining as many scenes as possible to collect potential evidence. Our capacity and capability for processing this evidence has also been enhanced
- The National Fingerprint System, IDENT1, continues to be developed with several new useful enhancements. All custody suites in Nottinghamshire are now equipped with Livescan units for taking fingerprints. All people arrested are fingerprinted using Livescan and the fingerprints obtained are automatically checked to verify the person's identity and whether they can be linked to any outstanding crime. This is being carried out when the prisoner is still in custody
- The force has invested in a new state-of-the-art fingerprint laboratory which has the newest and best equipment. It is now able to develop fingerprint marks in circumstances that previously was not thought possible
- New DNA techniques have been applied on a routine basis to all forms of crime and to many old cases, which have been systematically reviewed and re-examined. In some cases, which are over ten years old, these new techniques have led to an offender being identified. The force has also worked with its forensic supplier partners, LGC Forensics, to develop new and sensitive DNA methods for firearms
- A comprehensive footprint service has been established and it, too, has started to deliver benefits towards detecting crime. Indeed, the force has one of the fastest fingerprint, DNA and footprint services in the UK.

## Robbery

Plans to combat robbery will be guided by the force's robbery plan, which is informed by best practice guidance that covers tactics from providing personal security advice to make robbery less likely through to dealing with an offender

The force will be introducing a predictive prison release pilot project that seeks to identify the *modus operandi* of robbery offenders released from prison. This means that if they re-offend they are more likely to be caught and brought to justice.

Operation Country is aimed at reducing house burglary and street robbery in the City of Nottingham, with a particular focus on preventing students becoming victims. Both the University of Nottingham and Nottingham Trent University are located in the City and there is a large transient student population living on and off campus.

The operation runs from September to June to correspond with the academic year. The force and the universities work in partnership and this will continue to build with greater information sharing and crime prevention participation.

A variety of interventions are planned in 2007/08 including:

- High profile reassurance policing patrols
- Offender management
- Protecting vulnerable areas which have been targeted previously.

## Introduction

This section of the Annual Policing Plan explains the force's plans and priorities for countering the most serious life-threatening violent crime, such as homicide, tackling organised criminality and minimising the threat of terrorism and domestic extremism.

Policing activity in these areas is spearheaded by a number of dedicated units and squads within the Force Crime Directorate and the Force Intelligence Directorate.

## Serious and organised crime

Nottinghamshire Police aims to make Nottinghamshire an extremely difficult place for networks of criminals to operate in.

The force has a dedicated Serious and Organised Crime Unit which works with divisions to identify and investigate professional, organised and lifestyle criminals involved in serious offences such as drug trafficking, money laundering, the supply and use of firearms and large-scale fraud. The nature of this work means that much of it is undertaken covertly.

Since organised criminality crosses force, regional and national boundaries, the unit also works with other forces and law enforcement agencies, including the East Midlands Special Operations Unit and Serious Organised Crime Agency.

The Force Intelligence Directorate will continue to be at the forefront of evaluating and using intelligence from officers and local communities to help disrupt serious and

organised criminality as well as support intelligence-led policing interventions at neighbourhood level.

## Fraud investigation

The Fraud Squad, Financial Investigation Unit (FIU) and Hi-Tec Crime Unit (HTCU) are now established as part of the Serious and Organised Crime Unit. As such, these units are becoming increasingly involved in operations that target organised crime groups.

The units deploy their specific skills in this work; the Fraud Squad investigating involvement by professional people such as solicitors and financial advisers, the FIU dealing with criminal asset restraint and recovery and the HTCU examining computers and other digital storage devices suspected of having been used in criminal activity.

Beyond their involvement in organised crime investigation, the units will continue to undertake their mainstream work in 2007/08, assisting divisions and departments in all aspects of financial investigation and computer examination, with an emphasis, in the latter case, on detecting the making and possession of child pornography.

The force will also rigorously enforce the newly-created powers of the Fraud Act 2006 which establishes a new general offence of fraud with a maximum custodial sentence of ten years.

## Homicide reduction

Nottinghamshire has one of the lowest rates of more serious violent crime, including homicide and serious wounding, in England and Wales.

In 2006/07 the force continued to secure convictions against a number of dangerous individuals following homicide and proactive major crime investigations.

In the next year, alongside its homicide investigation capability, the force will work with other forces and agencies to develop a clear intelligence picture of crimes and incidents that pose the greatest risk of homicide or life altering harm. As areas of concern are identified, the force will use its growing experience of risk assessment and management to minimise those risks and deal with individuals who threaten the safety of others.

The risks associated with issues such as gun and knife-related crime, domestic abuse and the management of dangerous persons, will continue to be addressed by senior detectives who work together to minimise the impact of these issues on vulnerable individuals and local communities.

We will keep under continual review those homicides that do occur and incidents identified as 'near miss' events and ensure lessons learned locally and nationally inform our operations.

## Public protection

Protecting vulnerable people continues to be a fundamental objective of policing in Nottinghamshire, and in 2007/08

the force will seek to build on its achievements and ever-strengthened inter-agency partnerships.

The Public Protection Department comprises three closely related core units – the Child Abuse Investigation Unit, Sexual Exploitation Unit and the Dangerous Persons Management Unit. These units not only work closely with each other but are also intrinsically linked into divisional units and inter-agency partnerships, notably the City and County Local Safeguarding Children Boards and the MAPPA (Multi-Agency Public Protection Arrangements).

Cross agency working, service level agreements and information sharing arrangements and protocols ensure that public protection partners work closely not just at strategic levels but also at practitioner level to protect and achieve the best possible outcomes for vulnerable people in Nottinghamshire.

Nationally, we have worked closely with the new Child Exploitation and On-line Protection Centre (CEOP). Locally, we have continued to develop a multi-agency co-location group for police and probation workers dedicated to the management of dangerous offenders. This group has sought innovative ways to manage registered offenders and has been a catalyst for joint visits to MAPPA-identified offenders being managed in the community.

Risk assessment is a key element for Public Protection and over the coming months we will continue to

 continued on page 19

## Public protection

 continued from page 18

revise and improve how we ensure that our police resources are used most effectively to meet the risks we are able to foresee and to ensure that we are doing all we can to keep the most vulnerable people in the county even safer.

## Counter terrorism and extremism

The number of terrorist conspiracies that have been identified and successfully disrupted in the UK this year vividly demonstrate the ongoing intent of terrorists to cause death, destruction and mass casualties in our society.

In Nottinghamshire, the force works closely with intelligence agencies, partners and other forces in the East Midlands region in support of ongoing national and regional investigations, operations and counter terrorism activity.

We recognise that to be successful in confronting this threat we need assistance from all of our communities to identify those people who actively support, promote or undertake terrorist activity. We are, therefore, deploying a broad range of policing resources and services to engage with communities and support them in protecting their communities against terrorism.

By raising awareness and delivering counter terrorism training we are equipping officers and communities with the ability to identify intelligence to assist operational activity and preparedness.

Furthermore, we are developing divisional strategies aimed at integrating counter terrorism into our core business. We remain vigilant to the threat of terrorist attack and, whilst we hope never to have to activate them, we have in place contingency plans for which we train and exercise, should there be a need to implement them.

By working together in this way we seek to create an environment which is resilient to the threat of terrorism and which enables the communities in Nottinghamshire to safely go about their daily business.

## Introduction

This section of the Annual Policing Plan explains how the force aims to tackle the more common types of violence (for homicide, see page 18) and anti-social behaviour, promote safety on the county's roads and deal with the illegal use of vehicles on and off the roads.

## Violent crime

Arrangements for the management of violent crime follow a similar model to those in place for dealing with acquisitive crime.

The Violent Crime Strategy Board reports to the Assistant Chief Constable (Crime) and includes silver commanders for four distinct themes of activity – the night-time economy, domestic violence and youth-on-youth violence, plus homicide reduction, as outlined earlier. The structure of the Board is shown in Figure 4.

Figure 4: Violent Crime Strategy Board

Violent Crime Strategy Board	
Chief Superintendent	
Silver commanders x4	
Night-time economy	Domestic violence
Homicide reduction	Youth-on-youth

## Night-time economy

Nottinghamshire Police is regarded nationally as leading the way in reducing alcohol-related violent crime. Partnership work with local authorities, licensees and alcohol retail outlets has delivered significant reductions in violence in Nottingham city centre and the county's town centres.

The threat of increased alcohol-related violence and disorder arising from the longer drinking hours introduced by changes in licensing laws in November 2005 has been mitigated by a robust approach to enforcement against the misuse and irresponsible sale of alcohol, plus improved management standards within licensed premises.

A range of tactics has been, and will continue to be, employed by the force and its partners in 2007/08, including:

- Recording of incidents associated with licensed premises to enable police attention and activity to be most effectively targeted. In the city centre this has helped to reduce alcohol-related incidents by more than half in the last two years
- Several areas now have orders in place banning street drinking
- Routine test purchasing exercises to uncover under-age sales and limit young people's access to alcohol
- The use of on-the-spot fines to deal with incidents of disorder and anti-social behaviour
- The use of powers, where necessary, to review premises licences and seek closure or the imposition of licensing conditions. There were eight such reviews last year
- Work with the alcohol and entertainment industry to promote a safe night out. Examples include Nottingham's Best Bar None initiative, the Mansfield Association of Late

## Night-time economy

➤ continued from page 20

Night Venues, and a Police Authority award in 2006/07 to recognise initiatives to reduce alcohol-related crime.

The force will also make use of the provisions of the Identity Cards Act 2006 to address the problem of young people using altered documents in order to get into licensed premises.

In the coming year a number of new powers created by the Violent Crime Reduction Act will provide further enforcement opportunities for the police and partners to deliver further improvements, including drinking banning orders, powers to close premises following persistent failed test purchase operations and the declaration of alcohol disorder zones.

## Domestic violence

Nottinghamshire Police recognises the complex issues that surround domestic abuse, such as its effects on children, the vulnerability of victims and the reluctance they may have about reporting an attack for fear of reprisals.

The force will continue to take a tough stance against domestic violence, ensuring that all steps possible are taken to protect and meet the needs of victims and bring the perpetrators to justice.

Each of our divisions has a Domestic Abuse Support Unit which provides specialist support and advice for victims and police investigators. We work closely with statutory and voluntary partners in a multi-agency approach to reducing domestic abuse, and we

are represented on the local Domestic Violence Forum.

A new awareness campaign to help victims of domestic violence was launched in the Mansfield and Ashfield areas of Nottinghamshire in January 2007. A partnership between the police, local partners and Crimestoppers, the pilot initiative encourages anyone who suspects that someone they know is being abused to call Crimestoppers anonymously with the information.

Any information given to Crimestoppers is referred to the local Domestic Abuse Support Unit, which carries out a risk assessment of the victim and can ensure help and protection is available that reduces the risk of further abuse and the victim ending up suffering serious harm.

## Youth crime

The force has a strong focus on preventing youth crime and victimisation, and our strategy is currently being revised to take account of important developments, including our obligations under the Children Act 2004.

We remain committed to engaging with schools through schools issues officers and dedicated beat officers who are assigned to one or more schools with the aim of reducing crime and victimisation and enabling young people to feel safer while at school and while travelling to and from school.

A force lead for 'youth on youth' crime has been identified, along with divisional 'youth violence' champions who have developed divisional profiles of the extent of youth violence in their area.

➤ continued on page 22

## Night-time economy

▶ continued from page 21

Together, these youth crime resources will be working to establish the extent of crime within schools, including minor offences, and increase access to and use of the Youth database.

Other plans for 2007/08 include:

- Developing and expanding Acceptable Behaviour Contracts in schools
- Ensuring all schools issues officers and relevant beat officers have PDR objectives in respect of the youth violence delivery plan
- Establishing key performance indicators for youth violence.

The force will also be expanding Junior Crimestoppers, which is currently in place at 27 schools and is projected to cover 80 schools by December 2007. Each division will also be participating in an anti-bullying campaign in November 2007.

## Anti-social behaviour

The force works with community safety partners to address the causes and effects of anti-social behaviour and protect the quality of life in local neighbourhoods.

The force has also seconded a senior officer to work with Nottinghamshire County Council on community safety initiatives.

In 2007/08 we aim to standardise the way we record and respond to reports of anti-social behaviour. Since incidents can be reported to more than one agency, this work will help to establish a definitive overview of anti-social behaviour

and determine how effectively it is being dealt with, as opposed to simply moving the problem elsewhere.

In addition, a number of projects this year will focus on reducing low-level crime and anti-social behaviour through effective prevention. These include:

- Working with Nottinghamshire Fire and Rescue Service to enhance the skills and knowledge of Neighbourhood Watch coordinators
- Robust measures to seize and crush illegal and abandoned vehicles, including mini-motos
- Wider use of powers to deal with anti-social behaviour and disorder that can be accredited to other agencies.

## Criminal damage

Our plans to tackle criminal damage offences are focused on the following areas:

### Reducing opportunity

- Analysis and dissemination of intelligence and geographic mapping of offences will be fed into the briefing and tasking of Safer Neighbourhood Teams
- Positive intervention in relation to under-age drinking within licensed premises.

### Reducing incentives

- Schools officers to promote a strong educational message that graffiti is a crime
- Partnership protocols to be agreed with local authorities over the removal of graffiti and the design of sites (eg bus shelters) to improve their resistance to vandalism

▶ continued on page 23

## Criminal damage

▶ continued from page 22

### Reducing offending

- Robust offender management programme to divert young offenders from crime
- Deter and detect persistent young offenders in partnership with other agencies and by referral to Youth Offending Teams.

### Roads policing

Nottinghamshire Police will continue to direct resources towards national roads policing priorities, including supporting the government's 2010 road casualty reduction targets for fatal, serious and slight injury collisions.

The force's Traffic Management Department will work closely with partner agencies to ensure a coordinated approach is maintained towards road casualty reduction measures, which focus on education, engineering and enforcement initiatives. These initiatives will include international, national and local campaigns, which target such problem areas as drink/drugs driving, excess speed, the non-wearing of seat belts and the misuse of mobile phones.

Safety cameras have a proven track record of reducing casualties and the Camera Safety Team will continue to operate as part of the county's Camera Safety Partnership, with the objective of making our roads safer by ensuring the observance of speed limits and traffic signals.

The force has seen considerable success during 2006, with the

expansion of the 'Operation Rustproof' initiative, which targets those driving uninsured vehicles on the roads. More than 3,000 such vehicles were seized during the year, with around 66% of those subsequently being crushed. This scheme will be further expanded during 2007, with additional officers being authorised to carry out the procedure.

Also, during 2006 a ring of Automatic Number Plate Recognition (ANPR) cameras was introduced in the City of Nottingham. These cameras enable the number plates of moving vehicles to be matched against data and will alert the police to suspect vehicles, allowing officers to stop them and to carry out further investigations or to gather intelligence.

In 2007, the force, in partnership with the Home Office and other forces in the East Midlands, will introduce a number of ANPR cameras at other strategically important road junctions throughout the region. This initiative will directly support the targeting of the travelling, cross border criminal.

Other initiatives include:

- Continuing to support the force's policing divisions with an off road motorcycle capability to help to combat vehicle nuisance
- Continuing to support the Highways Agency with the introduction of their traffic responders to deal with those incidents on the motorway network that do not require a police presence.

## Introduction

Nottinghamshire Police recognises that its staff are its most important resource. As such, people management activities will be directed to maximise the use of its police officers and police staff to support the delivery of high quality policing services to the people of Nottinghamshire, ensuring that these resources are focused as much as possible on frontline policing.

A new People Strategy was developed in 2006 in order to integrate the work of the departments within Human Resources and ensure that all Divisions and Departments operate within a Strategic People Management Framework. In 2007/8 a new Police Authority HR Committee will monitor the delivery of the new People Strategy.

The People Strategy includes the following elements:

Managing Diversity			
Recruitment & resourcing	Retention	Development	Health, safety & welfare
Leadership & Organisational Change			

For 2007/8, the Police Authority requires all departments and divisions to include, and be accountable for, following People Management targets within their respective business plans:

- Reduce average days sickness per year to 8.5 days for police officers 9.75 days for police staff
- Undertake a review of restricted/recuperative duty officers and maximise the use of same to support frontline policing
- 95% of Performance Development Reviews to be completed by June 2007 and ongoing
- Include a diversity element within all business plans to support the

corporate targets to achieve BME police officer recruitment levels of 5% and female police officer recruitment levels of 35%.

- All plans to include local measures to support the need for retention and progression of female and BME staff in accordance with the Gender Agenda and Breaking Through
- Include a health and safety plan as required by the new Corporate Health, Safety & Environment Strategy and Policies.

The following section of the Annual Policing Plan expands on the corporate priorities in relation to human resource management, learning and development and occupational health and safety. It also presents a summary of anticipated police officer and police staff levels in 2007/8.

## Human resource management

The human resource function (corporate and devolved) will support the Policing Plan through a diverse, highly skilled, well-led, motivated and healthy workforce.

Our plans for 2007/8 include:

- Achieving the targets for the recruitment, retention, progression and representation of BME and female officers as set out in Dismantling Barriers and Gender Agenda II
- Ensuring that the new PDR process is implemented in a timely manner to support the Policing Plan objectives within the business planning cycle
- Through a new attendance management policy and

## Human resource management

➤ continued from page 24

associated initiatives, achieve reductions in sickness levels and manage restricted/recuperative officer deployment in order to maximise the availability of operational resources

- Maintain medical retirement levels within budgetary limits
- Contribute to the corporate cashable efficiency savings for re-direction to support frontline policing via:

A civilianisation programme of 36 back office posts (£320k) currently performed by police officers where it is not necessary for these roles to be performed by a warranted officer, and

Reviewing injury awards to former officers as per Home Office guidelines/regulations (£200k)

- Further develop workforce planning and workforce modernisation (as part of a costed HR plan) to ensure that police officers, police staff and Special Constables are utilised to support frontline policing (including the 'On the Street' initiative) within budgetary constraints
- Develop and implement action plans arising from the Staff Perception Survey, feedback from the successful Investors in People re-accreditation process and the work related stress survey
- Review and develop progressive HR policies including Fairness at Work & Change Management. Where possible, these will be undertaken on a collaborative basis within the region.

## Health, safety and environment

It is crucially important to the force and the Authority that we can demonstrate high standards of health and safety, recognising that policing is, by its nature, a hazardous activity.

Following a comprehensive Best Value review of health in safety in 2006, the Force produced and published an updated Health, Safety and Environmental policy statement in October 2006. Introduced by the Chief Constable and endorsed by the Police Authority, this statement is published on the Nottinghamshire Police website and is supported by eight key principles of effective health and safety management:

- Leadership
- Risk management
- Health and well-being
- Competence and behaviour
- Incident analysis and prevention
- Sharing and learning
- Partnership
- Monitoring, audit and review

A key element of the policy and the Force's health and safety performance framework is that senior line managers develop and implement a health and safety plan for their respective divisions and departments in 2007/8 and cascade these via the PDR process.

In 2007/8, significant developments will include a new health and safety training plan (including dynamic risk assessment), incident and accident investigation procedures, the effective monitoring and management of accidents and incidents via Health and Safety Committees and a range of initiatives relating to Estates Health and Safety Management.

➤ continued on page 26

## Health, safety and environment

continued from page 25

Additional budget resources are also being allocated to support line managers in delivering their Health and Safety management responsibilities.

## Learning and development

Learning and development activity in 2007/08 and beyond will continue to support the delivery of the force's key priorities of citizen focus, neighbourhood policing, volume crime reduction and serious and organised crime. Our plans include:

- Maintaining the Initial Police Learning and Development Programme (IPLDP). This is a two-year course leading to a foundation degree. Student officers who started the inaugural programme in April 2006 are due to complete the course in 2008. Subsequent programmes will be of a similar length
- The programme for Police Community Support Officers (PCSOs) will be integrated fully into the IPLDP from 2007 onwards. PCSOs will study elements of the full programme for officers and should be able to complete the academic elements of the foundation degree should they wish
- Improving Performance In Race and Diversity will be a continuing programme, with the initial development phase taking 18 months to complete. Workplace follow-up to the training will ensure specific

milestones are achieved through to 2009

- There will be a significant reorganisation of our learning resources to support the citizen focus agenda, which will require closer collaboration with Training staff at divisional level. Existing programmes will be re-aligned to citizen focus in order to ensure that we address priority delivery areas
- Exploring and supporting opportunities for collaboration on training initiatives within the East Midlands region.

## Staffing levels

Projected staffing levels for Nottinghamshire Police in 2007/08 are summarised in the tables below. Table A shows police officer numbers (full-time equivalent) and Table B shows police staff numbers (full-time equivalent). Each table also shows the numbers of White and Black and Minority Ethnic (BME) staff.

Table A: Police officer numbers

Male	1917.12
Female	484.18
<b>Total</b>	<b>2401.3</b>
White	2323.39
Black and Minority Ethnic	77.91
<b>Total</b>	<b>2401.3</b>

Table B: Police staff numbers

Male	486.61
Female	854.60
<b>Total</b>	<b>1341.21</b>
White	1288.89
Black and Minority Ethnic	52.32
<b>Total</b>	<b>1341.21</b>

## Introduction

This section of the Annual Policing Plan outlines how the force and the police authority work to develop, review and improve processes that support the delivery of efficient and effective policing.

Change and modernisation in the way we do business and create capacity to achieve our service, performance and financial objectives is influenced by a number of factors, including:

- Work and consultation with local communities, partners and stakeholders
- New criminal and civil legislation
- Quarterly Strategic Business Reviews
- Feedback from officers and staff, including those delivering frontline policing
- Best Value reviews of different areas of force business
- Internal and external inspections and audits of process compliance and outcomes
- Performance and financial management needs.

## Best Value

The police authority is committed to a Best Value regime which is properly integrated into police performance management arrangements and which:

- Encourages innovation and excellence in local policing
- Ensures services are responsive to the needs of users rather than the convenience of providers

- Engages local communities, staff and other partners in shaping local services
- Delivers improvements in policing as experienced by local people
- Focuses on outcomes not process or compliance for its own sake
- Provides a rigorous, not rigid, framework
- Enhances national and local accountability.

## Best Value activity in 2006/07

Over the past 12 months, Best Value activity has been focused on the following areas of the force's business:

- Reviewing Occupational Health administration
- Monitoring the implementation of earlier Best Value recommendations in respect of health and safety and communications functions
- Reviewing the impact of the single sign-on initiative to streamline password-protected access to computer systems
- Informing the Better to Best and Demand Management Performance Boards in relation to identifying capacity through research and analysis of activity data
- Supporting the Criminal Justice Department in conducting research and analysing data in relation to the operation of the

## Best Value activity in 2006/07

▶ continued from page 27

force custody suites. This work involves examining the use of resources and the processes involved in prisoner handling, and the use of simulation modelling software to identify what and when resources are required in the custody arena.

## Best Value in 2007/08

Section 4 of the Police and Justice Act 2006, which comes into effect on 31 March 2007, removes the requirement for police authorities, as Best Value authorities, to conduct Best Value reviews.

However, the high-level duty set out in section 3 of the Local Government Act 1999 will continue to apply. Consequently, the police authority must continue to make arrangements to secure continuous improvement in the way its functions are exercised, having regard to a combination of economy, efficiency and effectiveness.

In the light of this change, we are reviewing the Best Value governance arrangements to take advantage of revised efficiency planning procedures.

## Information management

The management of information held for a policing purpose forms a nationally-significant area of work for the police service.

A Code of Practice on the Management of Police Information (MoPI) – binding on all police forces – came into effect in November

2005 in response to the recommendations of Sir Michael Bichard's inquiry into the Soham murders.

The Code of Practice seeks to ensure that information that the police hold on individuals is recorded, reviewed, deleted and shared on a lawful, reliable and consistent basis across the entire police service. The code is supplemented by guidelines on what forces must do to meet the procedural standards required by MoPI.

MoPI aims to deliver accurate and accessible information essential for effective policing – to help prevent, reduce and detect crime, protect vulnerable people and promote reassurance and public confidence in the police.

In 2007/08, the force Information and Network Services department will evolve into the Directorate of Information, which will consist of four separate but closely-related departments:

- Infrastructure Services: managing ICT hardware, network, telephony and radio systems
- Data Services: managing data protection, Freedom of Information, records management, compliance, data quality and the requirements of the MoPI guidance
- Business Systems: concentrating on the use and benefits of using ICT to meet specific business requirements
- Software services: concentrating on the management of databases, design of specialist software and the technical integration of data

▶ continued on page 29

## Information management

▶ continued from page 28

to support initiatives such as IMPACT, the programme to deliver a national database linking local and national police IT systems to make information sharing more efficient and effective.

New initiatives in 2007/08 will include the upgrading of the crime recording management system; the development of systems to support the 'On the Street' police visibility programme; technology to enable citizen focus to be embedded in daily business; the continued implementation of MoPI; the reduction of networking costs through the use of Voice over Internet Protocol technology; improvements to business continuity provision; and the development of a data warehouse to support IMPACT.

## Reducing bureaucracy

The force has established a capacity generation group – the Best Use Group (BUG) – that is tasked with identifying and tracking anticipated efficiency savings.

The group uses recognised best practice to identify opportunities for reducing bureaucracy and improving the use of resources. With its cross departmental and divisional membership BUG will continue to drive initiatives that enable Nottinghamshire Police to make maximum use of its resources in order to improve performance.

The focus of BUG will be to identify cashable efficiencies from across the organization, as well as assessing a number of key functions and business processes

where it is believed more cost efficient ways of working exist. Whilst BUG is primarily concerned with achieving value for money, the group is also committed to pursuing improvements in quality, wherever possible, within the scope of its programme.

## Introduction

Nottinghamshire Police values its partnerships with public, private and voluntary sector organisations and community groups, recognising the significant contribution to crime reduction and improved quality of life that shared objectives and pooled efforts can help to deliver.

In addition to its established partnerships with local authorities, community safety partners and criminal justice agencies, the force aims to continue developing productive links with local businesses, schools and voluntary organisations in 2007/08, as well as maximising the operational and financial opportunities offered by closer collaboration between all five forces in the East Midlands.

## Regional police force collaboration

Following the government's decision in the summer of 2006 to call off proposed enforced mergers of police forces, the five forces and police authorities in the East Midlands continue to work together to look at how they can best provide future services against a backdrop of a significant funding shortfall for policing in the region.

A Strategic Board of the region's chief constables and chairs and chief executives of police authorities – known as the Collaboration Board – continues to work with HMIC and the Home Office to explore ways to deliver the stronger protective services in the region that mergers were intended to bring about.

It is intended that a joint committee of members of the five police authorities will be established during the course of the year to

ensure good accountability for the collaboration work being carried out.

The Strategic Board is pressing the Home Office to address the historic under-funding of East Midlands forces so the region can afford to deliver a level of protective services as good as anywhere else in the country, without it adversely affecting local policing.

Working to the Board is the Collaboration Planning Team. This is the new name of the team made up of specialists from each of the five forces that was set up in July 2006 to plan for any merger. This team has now been tasked with reviewing the potential for collaboration and shared services across the five forces and put forward realistic options for consideration.

Whatever changes are introduced, local policing will remain under the direction and control of local chief constables. The individual police authorities will also remain.

The review and development of business cases for any changes are being undertaken in the light of significant financial pressures. In 2007/08, the five forces are jointly facing a shortfall of £45 million, and this is forecast to grow to £130 million by 2010.

The work of the Collaboration Planning Team will focus on:

- Major and serious and organised crime
- Intelligence and professional standards
- Operations and operational support
- Criminal justice

## Regional police force collaboration

 continued from page 30

- Basic Command Unit and neighbourhood-level policing
- Information technology
- Corporate development
- Finance and administration

## Criminal justice

The force is an active member of the Nottinghamshire Local Criminal Justice Board (LCJB), which plays an important role in the fight to reduce crime and bring more offenders to justice.

LCJB membership comprises the chief officers from the following criminal justice agencies:

- Nottinghamshire Police
- Crown Prosecution Service
- Her Majesty's Courts Service
- National Probation Service
- The Youth Offending Service
- Her Majesty's Prison Service

The full commitment of all these agencies is vital in helping to achieve these goals.

The Criminal Justice department is one of Nottinghamshire Police's largest specialist departments. It is responsible for the administration of the criminal justice process, including the detention or reporting of an offender, the preparation and processing of case files for sending to the CPS and the courts and case disposal.

Our plans for 2007/08 include:

- Enhancing a person focused performance regime within the custody environment

- Using Conditional Cautioning, which enables offenders to receive an appropriate sanction without the usual court processes being involved
- Meeting the requirements of the Management of Police Information (MoPI) programme in relation to information gathering and processing
- Continuing to roll out and develop the NSPIS system, which seeks to improve the way cases are processed from custody to court
- Working towards the achievement of LCJB targets
- Mini-restructuring of the Pre-court and Post-court services to create a case file 'one-stop shop'
- Supporting the development of community justice
- Reviewing witness care.

## Working with business

Details of the new Nottinghamshire Safer Business Initiative appear on pages 14 and 15 of this document.

In addition, our partnerships with business have yielded additional financial and professional help to enable new approaches to policing to be piloted.

For example, the force has worked closely with Nottingham City Council and a local business to enable a dedicated police officer to be assigned to the six children's homes in the city in order to improve the police response and overall service. Early results are encouraging, and the effects of the approach will be examined in more detail in the coming year.

## Baseline Assessment

Baseline Assessment is the process by which Her Majesty's Inspectorate of Constabulary (HMIC) judges the relative strengths and weaknesses of each police force in England and Wales.

Published every October, the assessment in 2006 reported on 23 separate activities undertaken by forces. Performance in each of the 23 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.

In its 2006 Baseline Assessment, Nottinghamshire Police was judged to be performing as follows:

- Good – 9 activities
- Fair – 12 activities
- Poor – 2 activities

The assessment also judged whether forces' performance in each of the 23 activities had improved, stayed the same or deteriorated compared to their 2005 Baseline Assessment. This is called the 'direction of travel' rating. Of the 23 grades in 2006, 21 were able to be assessed for direction of travel since the other two activities were being graded for the first time.

Nottinghamshire Police was judged to be stable or improving in all of the 21 grades assessed for direction of travel, as follows:

- Improved – 13 activities
- Stable – 8 activities
- Deteriorated – 0 activities

## Police Performance Assessment

Alongside the publication of Baseline Assessments, HMIC and the Home Office also published the 2005/06 Police Performance Assessment for each force in October 2006.

This is an overall assessment based on Baseline Assessment grades, comparative assessments and statistical distribution. The assessment reports on seven consolidated themes or 'domains' of activity. The domains and Nottinghamshire Police's grades and 'direction of travel' ratings in each are shown in Figure 5.

Figure 5: 2006 PPAF grades

Domain	Delivery	Direction
Reducing crime	Fair	Stable
Investigating crime	Fair	Improved
Promoting safety	Poor	Improved
Providing assistance	Good	Improved
Citizen Focus	Fair	Improved
Resource use	Fair	Improved
Local policing	Poor	Improved

## Further information

HMIC's 2006 Baseline Assessment report on Nottinghamshire Police is published on the HMIC website at

<http://inspectors.homeoffice.gov.uk/hmic/>

The 2005/06 Police Performance Assessment of Nottinghamshire Police is published on the Home Office website at

<http://police.homeoffice.gov.uk/performance-and-measurement/performance-assessment/>

## Statutory Performance Indicators

The Policing Performance Assessment Framework (PPAF) is the method used by the Home Office to assess the relative performance of each police force in England and Wales across the breadth of policing responsibilities.

PPAF is structured around a framework of categories or domains, as shown in Figure 6. Each domain contains a series of performance indicators that are set nationally, called Statutory Performance Indicators (SPIs).

The following Tables 1 to 7 set out, for each domain, the Statutory Performance Indicator targets for

Figure 6: PPAF domains

Domain A – Citizen Focus			
Local Policing Domain			
Domain 1 Reducing crime	Domain 2 Investigating crime	Domain 3 Promoting public safety	Domain 4 Providing assistance
Domain B – Resource usage			

Nottinghamshire Police in 2007/08 as well as actual performance data against these indicators in 2006/07 or otherwise for the most recent period for which data is available.

The tables represent the abridged Best Value Performance Plan for the year ending 31 March 2008.

Table 1: Citizen Focus

DOMAIN A: CITIZEN FOCUS			
User satisfaction measures		Target 2007/08	Actual 2006/07
1	Satisfaction of victims of domestic burglary, violent crime, vehicle crime and road traffic collisions with respect to:		
	a. Making contact with the police	90%	88%
	b. Action taken by the police	80%	72%
	c. Being kept informed of the progress	85%	56%
	d. Their treatment by staff	90%	86%
	e. The overall service provided	80%	74%
Confidence measures			
2a	Using the British Crime Survey, the percentage of people who think their local police do a good job	45%	40.9% (Jan-Dec 06)
Fairness, equality and diversity measures			
3a	Satisfaction of victims of racist incidents with respect to the overall service provided	85%	69%
3b	Comparison of satisfaction for white users and users from minority ethnic groups with respect to the overall service provided	Aspire to the same	White 74.1% BME 64.1%
3c	Percentage of PACE searches which led to arrest, by ethnicity of the person searched	Aspire to the same	White 12.3% BME 13.8%
3d	Comparison of sanction detection rates for violence against the person offences, by ethnicity of the victim	Aspire to the same	White 48.4% BME 39.9%
3e	Proportion of police recruits from minority ethnic groups compared to the proportion of people from minority ethnic groups in the economically active population	5%	2.2%
3f	Percentage of female police officers compared to the overall force strength	22%	20.3%

Table 2: Local Policing

LOCAL POLICING DOMAIN		
	Target 2007/08	Actual 2006/07
<b>Customer satisfaction: anti-social behaviour</b>		
User satisfaction in respect of being kept informed	Base 50% Stretch 85%	38.5%
<b>National Standards for Incident Recording</b>		
Rate of compliance	95%	Not available
<b>National Crime Recording Standards</b>		
Rate of compliance	95%	Not available

Table 3: Reducing crime

DOMAIN 1: REDUCING CRIME			
		Target 2007/08	Actual 2006/07
<b>Measures of crime level</b>			
4a	Using the British Crime Survey, the risk of personal crime	5.2%	5.8% (Jan-Dec 06)
4b	Using the British Crime Survey, the risk of household crime	19%	24.2% (Jan-Dec 06)
5a	Violent crime (including Section 5 notices)	To monitor	25,701
5b	Violent crime (excluding Section 5 notices)	24,440	24,652
5e	Life threatening and gun crime	440	489
5f	Acquisitive crime	38,050	42,279

Table 4: Investigating crime

DOMAIN 2: INVESTIGATING CRIME			
		Target 2007/08	Actual 2006/07
<b>Offences brought to justice measures</b>			
6b	Offences brought to justice	29,717 (target set nationally)	29,432
<b>Sanction detection measures</b>			
7a	Percentage of notifiable offences resulting in a sanction detection	24%	22.1%
<b>Enforcement measures</b>			
8a	Percentage of domestic violence incidents with a power of arrest where an arrest was made related to the incident	To monitor	10.2%
8c	Value of cash forfeiture orders and confiscation orders per 1,000 population (£)	Target set nationally	3,698.14

Table 5: Promoting public safety

DOMAIN 3: PROMOTING PUBLIC SAFETY			
Traffic measures		Target 2007/08	Actual 2006/07 (Jan-Dec 06)
9a	(i) Number of people killed in under 30 days or seriously injured in road traffic collisions	-40.0% on 1994-98 average by 2010	-36.9%
Quality of Life measures			
10a	Using the British Crime Survey, fear of crime:	In line with moving MSF average	
	Burglary		16.3%
	Vehicle crime		15.2%
	Violent crime		18.7%
10b	Using the British Crime Survey, perceptions of anti-social behaviour	19%	22.6%
10c	Using the British Crime Survey, perceptions of local drug use/drug dealing	To monitor	36.8%

Table 6: Providing assistance

DOMAIN 4: PROVIDING ASSISTANCE			
Front-line policing measure		Target for 2007/08	Actual 2006/07
11a	The percentage of police officer time spent on frontline duties	70.3% (target set nationally)	59.6% (Jan-Dec 06)

Table 7: Resource use

DOMAIN B: RESOURCE USE			
Resource use		Target 2007/08	Actual 2006/07
12a	Delivery of cashable efficiency targets	Target set nationally	No data available
13a	Average number of working days lost per annum due to sickness per police officer	8.5 days	9.8 days
13b	Average number of working days lost per annum due to sickness per police staff	9.75 days	12.7 days

### Locally-managed performance targets

In addition to the PPAF Statutory Performance Indicator targets, the police authority sets local performance targets for crime reduction, sanction detections and other activities.

The targets take account of local policing priorities informed by consultation carried out by the authority and force with policing partners and the local community.

Table 8 sets out the local crime reduction performance targets for

2007/08 and recent actual crime reduction performance in key crime categories. Table 9 sets out sanction detection targets and recent actual sanction detection performance. Table 10 sets out targets for additional areas of activity.

The tables show at a glance whether past performance has met the target. Red denotes performance more than 3 percentage points below the target; amber is within 3 percentage points lower than the target; green means the target has been achieved.

Table 8: Crime reduction targets

Offence type	2005/06		2006/07		2007/08	
	Target	Actual	Target	Actual	Target % reduction	Target number
House burglary	-13.0%	-14.5%	-10.0%	1.4%	-8%	9,800
Business burglary	Burglary of commercial and education premises. No specific target set during these years				-10%	4,400
Criminal damage	0.0%	5.8%	-16.3%	-1.5%	-7%	28,000
Vehicle crime	-12.0%	-1.0%	-11.0%	-8.7%	-11%	18,300
Violent crime	-1.0%	8.0%	-1.0%	3.8%	Targets set for individual violent crime types below	
Robbery	-5.0%	4.9%	-7.9%	15.2%	See Personal robbery	
Personal robbery	No specific target set during these years				-6%	2,100
Rape	No specific target set during these years				To monitor	
Common assault	No specific target set during these years				-5%	3,600
Wounding	No specific target set during these years				-10%	11,700
All crime	-7.0%	-3.5%	-8.6%	-1.3%	No specific target set	

Table 9: Sanction detection targets

Offence type	2005/06		2006/07		2007/08	
	Target	Actual	Target	Actual	Target	Actual
House burglary	11.4%	11.6%	11.8%	9.5%	15.0%	
Criminal damage	No target	11.2%	12.9%	12.0%	13.0%	
Vehicle crime	7.3%	7.0%	5.8%	5.0%	11.0%	
Violent crime	43.7%	44.1%	49.5%	47.4%	Targets set for individual violent crime types below	
Robbery	23.3%	20.4%	19.9%	13.8%	See Personal robbery	
Personal robbery	No specific target set during these years				20.0%	
Rape	No specific target set during these years				To monitor, evaluate and baseline offences brought to justice	
Wounding	No specific target set during these years				45.0%	
All crime	21.5%	20.9%	22.6%	22.1%	No specific target set	

Table 10: Additional areas of activity

ADDITIONAL AREAS OF ACTIVITY	
Crime	Target for 2007/08
Domestic violence	To monitor sanction detections, evaluate and baseline offences brought to justice
Disrupting drugs markets	To monitor drugs arrests and seizures, evaluate and baseline disruption of drugs markets
<b>Demand management</b>	
999 calls answered within 10 seconds	90%
Response to incidents graded Immediate (within 15 minutes)	85%
<b>Force Crime Directorate</b>	
Reducing the number of divisional officers attached to FCD	Nil
<b>Resource use</b>	
BME officer resignations	Proportionate to all officer resignations
Female officer resignations	Proportionate to all officer resignations
BME strength	3.88%
% of officers in operational posts	94.0%
% of officers in operational support posts	5.5%

Table 10: Additional areas of activity (continued)

ADDITIONAL AREAS OF ACTIVITY (continued)	
Resource use (continued)	Target for 2007/08
% of officers in organisational support posts	0.5%
% of officers and staff with a completed PDR	95.0% by June 2007
Medical retirements – officers	9
Medical retirements – staff	6
Number of officers on recuperative duties	Evaluate and baseline
Number of officers on restricted duties	
Number of officers fit for post	
Number of officers/staff suspended	
Number of accidents/incidents	

## The cost of policing

The budget for Nottinghamshire Police in 2007/08 has been developed so as to support as far as possible the strategic objectives identified in this document.

The revenue budget has been set at £179.6 million, an increase of 3.36% on the budget for 2006/07.

An increase in Home Office grant funding has, as in previous years, not been sufficient to cover the Police Authority's budget requirement for 2007/08. To limit the police precept increase to 4.95%, spending of £4.7 million will be financed by the re-investment of savings, with a further £1.8 million funded by the use of reserves.

The proportion of each Nottinghamshire household's Council Tax that contributes to policing will increase by £6.54 – less than 13p a week – for those living in a Band D property. A Band D household will, therefore, pay £138.78 towards the cost of policing in Nottinghamshire in 2007/08.

The budget has been planned to protect frontline policing services and provide additional investment in priority areas, including:

- Rolling out neighbourhood policing across the county
- Increasing the visibility of police officers and police staff in the community
- Continuing to improve performance in reducing and detecting volume crime and serious crime
- Strengthening protective services, including counter-terrorism

- Developing partnership working and collaboration with other agencies and regional police forces
- Developing health and safety management arrangements to meet new national standards.

A summary of projected funding and expenditure in 2007/08 is shown in Figure 7 below.

**Figure 7: Financial summary**

Expenditure	£m
Territorial divisions	95.912
Headquarters Crime	26.470
Headquarters Support	39.217
Headquarters Departments	21.717
Central costs/pensions	(-4.699)
Police Authority	1.018
<b>Total</b>	<b>179.635</b>
Financed by	£m
Police Grant, National Non-Domestic Rates, Revenue Support Grant	132.468
Counter terrorism grant	0.197
Council Tax arrears	0.153
Policing Precept	45.001
Reserves	1.816
<b>Total</b>	<b>179.635</b>

Figure 8 below summarises the net revenue budget by activity.

**Figure 8: Expenditure by activity**

Expenditure	£m
Investigating crime	97.184
Providing assistance	40.807
Promoting public safety	34.005
Reducing crime	6.980
Police Authority	1.018
Provision for repayment of external loans	0.639
Asset Management Revenue Account	(-0.504)
Investment income	(-0.494)
<b>Total</b>	<b>179.635</b>

## Efficiency plans

Since 1999 the Police Authority has been required by the Home Office to generate efficiency savings of at least two per cent of its net revenue expenditure per year, and will have delivered auditable savings of around £24 million by the end of 2006/07. The minimum efficiency savings target required in 2007/08 is three per cent, of which 1.5% must be cashable.

The authority's projected cashable and non-cashable savings targets in 2007/08 amount to more than £7.6 million. The savings have been identified by divisional and departmental business managers and their management teams and a newly-established corporate Best Use of Resources Group, which will continue to evaluate all areas of the force's operations and services to identify where savings can be made and re-invested in priority areas.

The cashable efficiency plan includes projected savings on premises running costs, overtime payments, travel and transport costs, training and injury awards. In addition, a further 36 non-operational posts that have traditionally been – but are not required to be – filled by police officers will be earmarked for police staff instead.

## Capital spending

The Police Authority plans to spend £11.4 million in 2007/08 on capital projects to develop the infrastructure of buildings, information technology and other equipment.

A replacement police station in St Ann's, Nottingham is due to be completed in 2007/08, along with a new station for Mansfield Woodhouse. Other major building and

refurbishment projects scheduled to begin in 2007/08 are:

- Replacement station for Broxtowe
- Replacement station for Clifton
- Refurbishment of Ollerton station
- Adaptations to custody suites to support the Safer Detention and Handling of Persons in Police Custody national health and safety initiative
- Refurbishment of force headquarters at Sherwood Lodge

Investment in new technology to develop the force's IT infrastructure is also planned. Mobile computing services will continue to be developed to enable police personnel to access email and diary facilities and source and enter data into operational information systems remotely. These developments will contribute to the force's On the Street initiative (see pages 9 and 10) to increase the visibility of police in the community and reduce the need for officers to do some of their duties inside police stations.

The following list explains policing terms which may be appear in this document.

<b>ACC</b>	Assistant Chief Constable
<b>ACPC</b>	Area Child Protection Committee
<b>ACPO</b>	Association of Chief Police Officers
<b>AMEC</b>	Alcohol Misuse Enforcement Campaign
<b>ANPR</b>	Automatic Number Plate Recognition – a process of reading vehicle registration numbers of passing vehicles and checking this against one or more intelligence databases
<b>APA</b>	Association of Police Authorities
<b>ASBO</b>	Anti Social Behaviour Order
<b>BME</b>	Black and Minority Ethnic
<b>BCU</b>	Basic Command Units (also known as Divisions) are geographical areas of policing that provide administrative and operational support and supervision for Local Area Commands, which are aligned to Local Authority boundaries
<b>BPA</b>	Black Police Association
<b>CC</b>	Chief Constable
<b>CAB</b>	Complaints Administration Bureau
<b>CCTV</b>	Closed Circuit Television
<b>CDRP</b>	Crime and Disorder Reduction Partnerships (CDRPs) – joint working with other agencies to tackle crime and disorder problems effectively
<b>Citizen focused policing</b>	A way of working in which an in-depth understanding of the needs and expectations of individuals and local communities is reflected in decision-making, service delivery and practice
<b>CJS</b>	Criminal Justice System
<b>CHIS</b>	Covert Handling Intelligence Source
<b>Community engagement</b>	The continuous dialogue and two-way exchange of information and views between service providers and the public, together with opportunities for participation in decision making and service delivery
<b>Community policing</b>	Community policing is the ethos of concentrating some sort of policing strategy in a specific area or community
<b>CPS</b>	Criminal Prosecution Service
<b>CRMS</b>	Crime Recording Management System
<b>CRB</b>	Criminal Records Bureau
<b>CSAS</b>	Community Safety Accreditation Schemes – These enable accredited neighbourhood and street wardens, Hospital Trust private security guards and others to provide public reassurance and to make better use of contact with the police
<b>DAT</b>	Drug Action Team
<b>DAWN</b>	Disability Awareness Network
<b>DCC</b>	Deputy Chief Constable
<b>DAAT</b>	Drug and Alcohol Action Team
<b>D.A.R.E.</b>	Drug Abuse Resistance Education
<b>DES</b>	Disability Equality Scheme
<b>Divisions</b>	Divisions (also known as Basic Command Unit) geographical areas of policing that provide administrative and operational support and supervision for Local Area Commands, which are aligned to Local Authority boundaries
<b>DRG</b>	Drug Reduction Group
<b>EMR</b>	Equity Monitoring Report
<b>FIND</b>	Facial Images National Database

# Glossary

<b>HCIT</b>	Hate Crime Incident Team
<b>HMIC</b>	Her Majesty's Inspectorate of Constabulary
<b>Hot Spot areas</b>	Areas that are regularly affected by crime
<b>HOSTYDS</b>	Hollow Spike Tyre Deflation System
<b>IMPACT</b>	Information, Management, Prioritisation, Analysis, Co-operation & Tasking
<b>IPCC</b>	Independent Police Complaints Commission
<b>IPLDP</b>	Initial Police Learning and Development Programme
<b>IBIS</b>	Integrated Ballistics Intelligence System
<b>INI</b>	IMPACT Nominal Index
<b>LAC</b>	Local Area Commands - local policing areas within divisions
<b>LCJB</b>	Local Criminal Justice Board
<b>MAIT</b>	Multi-Agency Intelligence Team
<b>MO</b>	Modus Operandi
<b>MSF</b>	Forces identified as having the most similar characteristics. For Nottinghamshire, the Most Similar Forces are: Avon and Somerset, Bedfordshire, Leicestershire and South Yorkshire
<b>MOPI</b>	Management of Police Information
<b>NAFIS</b>	National Automated Fingerprint Identification System
<b>NFFID</b>	National Forensic Firearms Database
<b>NBM</b>	National Briefing Model
<b>NCAP</b>	New Car Assessment Programme
<b>NCPVA</b>	Nottinghamshire Committee for the Protection of Vulnerable Adults
<b>Neighbourhood Policing</b>	Neighbourhood Policing is an approach to delivering local policing services driven by neighbourhood and community needs and priorities
<b>Neighbourhood Wardens/street wardens</b>	Neighbourhood wardens and street wardens are generally managed by local authorities, and are involved in tackling anti-social behaviour and environmental issues
<b>NIM</b>	National Intelligence Model
<b>NIMIPPC</b>	National Intelligence Model Integrated Performance Planning Cycle
<b>NMIS</b>	National Management Information System
<b>NOMS</b>	National Offenders Management Service - Brings together the Prison and Probation Services to ensure offenders continue their good behaviour in the community and don't re-offend
<b>NPIA</b>	National Policing Improvement Agency
<b>NCPE</b>	National Centre for Policing Excellence
<b>PCSO</b>	Police community support officer – staff employed by Nottinghamshire Police who can perform a high visibility, patrolling role providing reassurance to the communities they serve. They have some powers traditionally only discharged by police officers
<b>PITO</b>	Police Information and Technology Organisation
<b>PRDLDP</b>	Police Race and Diversity Learning and Development Programme
<b>PPAF</b>	Policing Performance Assessment Framework – a method of measuring performance developed by the Government
<b>Prolific offender</b>	A person who commits a large number of crimes
<b>PSA</b>	Public Service Agreements established by the Home Office
<b>PSD</b>	Professional Standards Directorate
<b>PCT</b>	Primary Care Trust
<b>PIP</b>	Professionalising Investigation Programme
<b>PPA</b>	Policing Priority Areas

# Glossary

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<b>Safer Streets</b>	An initiative set up by Nottinghamshire Police to tackle robbery and street crime
<b>SBG</b>	Strategic Budget Group
<b>SBR</b>	Strategic Business Review
<b>Reassurance Policing</b>	Using community-focused policing to target visible crime and disorder, in order to make neighbourhoods more secure
<b>RES</b>	Race Equality Scheme
<b>SARC</b>	Sexual Abuse Referral Centre
<b>SOCO</b>	Scenes of Crime Officers
<b>SPI</b>	Statutory Performance Indicators (Performance figures measured by the Government)
<b>SPOC</b>	Single Point of Contact
<b>SCI</b>	Street Crime Initiative - An initiative set up by the Government to combat offences of street robbery
<b>SIA</b>	Strategic Impact Assessment
<b>TOMI</b>	Team Officer Management Information
<b>VRM</b>	Vehicle Registration Mark
<b>WIN</b>	Women's Integrated Network