



# Local Policing Plan For Nottinghamshire

2010-2013



NOTTINGHAMSHIRE  
POLICE AUTHORITY  
Ensuring Quality Policing



NOTTINGHAMSHIRE  
**POLICE**  
*Policing for you*

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## **Joint Foreword by the Chair of the Police Authority and the Chief Constable**

This Local Policing Plan for 2010-13 sets out our priorities to fight crime supported by clear commitments to tackle the issues that concern our communities the most.

We recognise that as an Authority and Force we have been under tremendous scrutiny over the last year, and we are currently working on clear improvement plans to develop trust and confidence and demonstrate our ability to significantly improve our performance.

Our purpose for policing Nottinghamshire is clear: to protect people from harm, prevent crime and to tackle the issues that concern local communities 24 hours a day, 7 days a week, every day of the year.

We want to build on examples of good practice in policing in the county and to target the problems that make people and places more vulnerable to crime and particularly to becoming victims of burglary, robbery and anti-social behaviour. This is something we recognise we cannot do alone and we will be building on community and partnership working.

We will seek to improve performance against a backdrop of acute financial challenge in public sector spending, by providing an effective value for money policing service.

We will be increasing our visibility, reassuring you that we are where we are most needed and preventing the kind of criminal behaviour that affects people's lives.

The Authority and the Force quite simply aim to restore the status of Nottinghamshire Police as one of the top performing forces in the country.

We are confident that we will continue to build a stronger community-based policing style that will ensure people benefit from feeling safer from the threat and fear of crime.

Whilst this plan outlines our commitment to improvements, we recognise and applaud the good work, professionalism and genuine commitment of our officers, volunteers and staff and have every confidence that together we can meet the challenges we face.

We welcome your feedback on the contents of this plan and look forward to working with all those involved in the delivery of policing in Nottinghamshire throughout the coming years.

We know that this is a time of great challenge and change for the public services as the Government plans to address the country's budget deficit. We will keep the Policing Plan under constant review as we respond to the tightening financial situation.



Two handwritten signatures in black ink. The first signature is on the left and the second is on the right.

**Chief Constable Julia Hodson and Chair of the Police Authority Jon Collins**

# 1. Our Vision – Policing for You

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## Introduction

The focus for policing in Nottinghamshire is to fight crime and anti-social behaviour, increase detections and bring more offenders to justice, making Nottinghamshire a safe place to live, work and visit.

The Authority and Force have been challenged to improve policing performance in Nottinghamshire by comparison to other most similar forces<sup>1</sup> and we have responded with pace and energy, improving our leadership, accountability and transparency. We are committed to being more responsive, efficient, effective and innovative in the way we deliver our services to our communities in a challenging economic climate. Appendix A provides an outline of the Authority's and Force's responsibilities.

Our change strategy aims to join up working across the Force and with our partners, to address the challenges that will bring us in line with our most similar forces and raise confidence in policing services. The Authority, our communities and partners will hold the Force to account for the delivery of policing in local areas. We recognise that working with our many partners will help to ensure that we create safer places and reduce the fear of crime.

To respond to the issues that matter most to local communities we will re-deploy our resources to meet demand, particularly to places with many problems or to address particular crime types such as burglary, robbery and anti-social behaviour.

This plan outlines our strategy, aims and priorities within the overall vision of '**Policing for You**'. We will build on our established vision, which outlines our policing style for Nottinghamshire, recognising that people want:

- Reduced crime and anti-social behaviour
- Prompt response to incidents
- More offenders brought to justice
- Updates on those incidents that have impacted upon them
- Support for victims and witnesses; and
- Good communication with the police.

Our vision is:

**Policing for you by working in partnership to protect and reassure through a visible and accessible service that is flexible and responsive to community and individual needs.**

Our overarching aim is to meet community and individual need by:

- **Partnership Working:** working with all partners to improve services to communities
- **Protection and Reassurance:** reducing the threat of crime, the risks posed by offenders and criminal groups, thereby reducing harm to the public
- **Visibility and Accessibility:** providing local policing that is more visible and accessible to meet the needs of communities
- **Flexibility and Responsiveness:** providing a truly flexible policing service that understands the needs of communities and adapts the service to meet those needs; and

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<sup>1</sup> Our Most Similar Group of forces (MSG) comprises Lancashire, Leicestershire, Northamptonshire, Northumbria, South Wales, South Yorkshire and Staffordshire.

- **Meeting Community and Individual Needs:** listening, through effective community engagement, to ensure services meet local and individual priorities.

The principles contained within the Policing Pledge (Appendix B) are embedded in Nottinghamshire Police, our '**Policing for You**' style of delivery and they will continue to remain so.

Through our 'Strategic Intelligence Assessment' we have identified priorities at a community level. We will send a clear message to our communities that we will target, disrupt and bring to justice those criminals who are making people and places vulnerable to criminal activity or anti-social behaviour. To do this we will be focusing on three priorities:

**Priority 1 – Fighting crime and anti-social behaviour where you live**

**Priority 2 – Protecting people from serious harm**

**Priority 3 – Making the best use of our resources**

These priorities are detailed in Section 3.

## 2. Setting our priorities

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In establishing the priorities for the Force for the lifetime of this plan we have considered local, regional and national policing priorities. Appendix C illustrates how we have reached these priorities.

### Local priorities

Through 'intelligence assessments' we have identified those places which are most vulnerable to crime, and the types of crime that most affect our communities. This information helps to shape our local priorities.

Extensive public consultation throughout the year also helps identify what our local policing priorities should be. This consultation has included Neighbourhood Policing Teams talking to residents, feedback from public meetings, a series of consultation forums and events and the results of public surveys. We have also taken into account the views and suggestions of our many partner organisations.

The local priorities that have been identified through this process for each of our Divisions are summarised in the next section under **Priority 1: Fighting crime and anti-social behaviour where you live**. Appendix D shows how these priorities were determined and Appendix E shows how these priorities will be addressed in each policing Division in Nottinghamshire.

### Regional priorities

Nottinghamshire is one of five Police Forces in the East Midlands Regional collaboration. The others are Derbyshire, Leicestershire, Lincolnshire and Northamptonshire.

The degree to which we work with these other forces as a region has increased in the last three years thanks to the continuing leadership and commitment from Chief Constables, their chief officer teams, police authority chairs, members and officers. Collaboration is a sustainable way of delivering a wide range of policing services to people in the East Midlands and the region has strengthened the leadership of this approach through the appointment of a Regional Deputy Chief Constable.

### Our commitments

- To continue with existing, and to undertake new, regional collaboration projects in areas such as crime, specialist operations, local policing, operational support services, human resources, finance and resources, information and communications technology and corporate support; and
- To undertake collaboration opportunities with Derbyshire and Lincolnshire in areas of procurement, professional standards and vetting, forensics, training and legal services.

### National priorities

- To increase the public's confidence that police and councils are dealing with local crime and anti-social behaviour
- To continue joint working between police forces, law enforcement agencies and the community to tackle serious organised crime, terrorism and violent extremism
- To tackle youth crime and drug and alcohol-related offending; and
- To ensure value for money.

The following principles outline our target setting methodology for offence types which are subject to national comparison through HMIC's banding assessment:

For those offences or areas where our crime rates or our detection rates are significantly worse than the average of the forces with which we are compared, we aim to:

- At least improve our performance to the significant level above average performance in 2010/11; and
- Improve our performance to their average performance by 2011/12.

If any target is below 5% it will be increased to 5%.

### **Strategic partnerships**

The Force works with two Local Strategic Partnerships (LSPs): the Nottinghamshire Partnership, which covers the County Council area, and One Nottingham, in the city. They are the bodies responsible for delivering Local Area Agreements (LAAs), three-year plans which set out how councils and their partners will work together to improve the quality of life in Nottinghamshire.

In addition, the Chief Constable is a member of the Local Criminal Justice Board (LCJB) which comprises the Chief Officers of the local criminal justice agencies. The board meets regularly to provide strategic direction and to monitor performance against national targets.

### **3. Delivering our priorities**

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The following section outlines how we will deliver our priorities, aims and commitments and how they will be measured and monitored throughout the year to assess progress and performance improvement.

#### **Priority 1: Fighting crime and anti-social behaviour where you live**

Policing in Nottinghamshire is all about making communities safer for the people who live, work or visit, reducing crime year after year and bringing more offenders to justice. We will work with our partners and communities to resolve the issues of anti-social behaviour (ASB) such as drunkenness, irresponsible driving, or causing damage to the local environment, which disrupts the quality of life for law-abiding people.

From a combination of our own analysis, community consultation and the results of external audits and inspections, we will concentrate on:

- i. Preventing crime and ASB
- ii. Managing repeat offenders
- iii. Making people feel safer

#### **i) Preventing crime and ASB**

**Our aim is to reduce crime and ASB year after year, increase detections and bring more offenders to justice.**

Crime in Nottinghamshire has fallen consistently and is now at its lowest level for eight years. However, we are aware that there are still significantly higher levels of crime in the county when compared to other, similar parts of England and Wales. Although the number of domestic burglaries and robberies have been falling, the rates remain comparatively high. More than 40% of all home burglaries happen when properties are empty and a significant number of burglaries and vehicle crimes take place at properties that have been left insecure.

There are growing community concerns about alcohol-related violence and ASB, which is why we are working with local authorities and the National Health Service (NHS) to better understand the impact alcohol misuse has on our communities and take appropriate preventative action. Nationally it is recognised that alcohol is a factor in nearly half of all violent crimes.

Evidence suggests that young people in particular are at risk of becoming both victims of crime and ASB and of becoming offenders. We work with Youth Services and Youth Offending Services to build and maintain positive relationships with children and young people, providing appropriate education and information to help safeguard them from crime, deterring persistent young offenders and taking a lead in helping those at greatest risk of becoming involved in criminality and ASB before they enter the criminal justice system (CJS).

To limit the opportunity for criminals to commit what are known as 'serious acquisitive crimes' (burglary, robbery and vehicle crime), we are working with local authorities and specialist security organisations to 'design out crime'. The aim is to make new properties more secure by building in effective security measures and making use of a variety of property marking methods and technologies that make life harder for

criminals. All our Divisions have specialist Crime Reduction Managers who work with their local Community Safety Partnerships (CSPs) on a wide range of crime prevention initiatives and provide advice to local residents and businesses.

High visibility patrols and enforcement operations will focus on those locations most susceptible to crime and ASB. We will target the town and city centres most affected by 'night-time economy' crimes particularly alcohol-fuelled violence, robbery and ASB. Problem licensed premises will be addressed, and we will review and seek the revocation of licenses where necessary. We also aim to agree and implement a multi-agency approach to tackling under-age and street drinking, including enforcement of 'Designated Public Place Orders' (DPPOs).

It is essential that we get local communities involved in the fight against crime, which is why we plan to revitalise the Neighbourhood Watch Scheme in Nottinghamshire, providing greater co-ordination to improve communication and information-sharing. We will also continue to run awareness campaigns to highlight some of the simple steps everyone can take to avoid becoming a victim of crime.

In 2009 we launched our innovative "Seen it? Report it!" campaign, run in conjunction with CrimeStoppers and supported by local councils and businesses, urging night shift workers to report any unusual or suspicious activity. In addition, our dedicated Business Crime Unit has been recognised internationally for its innovative work in making not just individual businesses but business environments safer and more secure from the threat of crime.

**Our commitments for 2010-11:**

- Reduce all crime by 6.7%
- Reduce all ASB by 4.6%
- Achieve 100% attendance at incidents of crime and ASB in the places most affected
- Expand the ASB Hotline, currently in Nottingham city, to provide a single point of contact for reporting ASB across the county; and
- Complete a review of the Neighbourhood Watch scheme and implement a centrally-co-ordinated model for the whole of the county.

**ii) Managing repeat offenders**

**Our aim is to reduce the number of offences committed by the most prolific criminals and support our partners in providing alternatives to a life of crime.**

Repeat offenders, most often committing serious acquisitive crimes and predominantly fuelled by drugs, can commit up to 400 offences a year. This is why the Force, the Probation Service and our other local partner agencies are working together to reduce repeat offending and tackle the social exclusion of offenders and their families across the county.

Integrated Offender Management (IOM) is a national scheme which has been developed to provide a consistent means of managing the behaviour of offenders. There are currently around 500 offenders managed through this scheme in Nottinghamshire and our experience has shown that those who are brought into the IOM process commit between 80-90% fewer burglaries and robberies. Every Division now has a dedicated IOM Team in place, able to support multi-agency engagement with a range of enforcement options including compulsory drugs testing on arrest, tight policing of bail conditions and swift recalls for breach of conditions. We are

currently reviewing the operation of these units with a view to combining best practice into a single approach that can be implemented Force wide.

Our Dangerous Persons Management Unit (DPMU) and the Probation Service continue to oversee and manage sex offenders or those who have been involved in violence and are now living in communities.

According to the most recent Home Office figures, Nottinghamshire Police is one of the top two performing forces in the country for managing serial offenders. Nationally, those offenders committed 29% fewer crimes in 2008-09 than in the previous year. But in Nottingham that figure was 43% fewer and down 33% in the rest of the county. Only West Yorkshire performed better with a figure of 45%.

#### **Our commitments for 2010-11**

- Reduce the volume of crime committed by repeat offenders
- Monitor the number of offenders managed through IOM; and
- Implement a single Force wide model for IOM.

#### **iii) Making people feel safer**

**Our aim is to significantly reduce the impact that crime and ASB have on local communities, so that we are not only making our communities safer, but also making people *feel* safer.**

Public confidence in the police and local authorities to deal with local crime and ASB is relatively low in Nottinghamshire when compared to other, similar parts of the country. This suggests that many people in the county may not feel as safe as in some other parts of the country.

We are committed to improving the quality of our investigations through the introduction of formal standards and by working closer with our partners in the CJS to increase the number of offenders brought to justice.

We recognise that caring for victims and witnesses is at the heart of the CJS. For the Force, this involves working with our partners to provide a high quality service to all victims of crime and ASB, whilst understanding and responding to the particular needs of repeat and vulnerable victims. We will keep victims of crime and ASB informed of progress in their case as often and for as long as they require. We will continue to provide a priority service for vulnerable and intimidated witnesses through our Witness Care Units (WCU).

Local people will receive more information about their Neighbourhood Policing Team, keeping them informed about crime and ASB issues in their area, and regular public meetings will be held to improve our understanding of what matters within each community. Providing people with a voice to help us identify the real priorities in their neighbourhoods will enable them to hold the Force to account for tackling those priorities effectively.

The key tactic underpinning our approach to making people feel safer is to address local issues. We understand that what is important to one community may not necessarily be as important to another. There is no 'one size fits all' method to policing, which is why our Divisions work with their local Community Safety Partnerships (CSPs) to carry out their own strategic assessments and identify specific priorities for each area of the county.

From the assessments, the following local priorities have been identified for 2010-11:

Offence type	A Division Mansfield and Ashfield	B Division Bassetlaw, Newark and Sherwood	C Division Nottingham city	D Division Gedling, Broxtowe and Rushcliffe
ASB	√	√	√	√
Burglary	√	√	√	√
Robbery			√	
Vehicle Crime	√	√	√	√
Violence	√	√	√	
Domestic Violence	√	√	√	√
Hate Crime	√			√
Sexual Offences	√			
Drug Offences			√	

Each Division and CSP has developed a detailed Action Plan to tackle the specific issues in their local area.

#### Our commitments for 2010-11

- Continue to exceed the national target of answering 90% of 999 calls within ten seconds
- Produce monthly crime statistics to give people in our communities the information they need to hold us to account; and
- Publish a quarterly public newspaper to keep residents up to date with community safety issues and what the Force is doing about them.

#### Measuring our performance

The following table outlines the key performance measures for Priority 1: Fighting crime and anti-social behaviour where you live.

Performance Indicator	2009-10 Baseline	2010-11 Target	
		Level	+ / -
Total number of crimes	98,319	91,743	-6.7%
Percentage of crimes where an offender is detected	25.7%	30.7%	+5%
Percentage of offences brought to justice per crime	26.8%	31.8%	+5%
Total number of domestic burglaries	7,868	6,104	-22.4%
Total number of robberies	1,930	1,230	-36.3%
Total number of vehicle crimes; Theft From Motor Vehicle	10,672 7,992	10,138 7,592	-5%
Theft Of Motor Vehicle	2,680	2,546	
Percentage of serious acquisitive crimes (burglaries, robberies, and vehicle crimes) where an offender is detected	10.2%	15.2%	+5%
Percentage of offences brought to justice per serious acquisitive crime	10.9%	15.9%	+5%
Total number of most serious violent crimes	849	807	-5%
Percentage of most serious violent crimes where an offender is detected	44.6%	49.6%	+5%
Percentage of offences brought to justice per serious violent crime	23.2%	28.2%	+5%
Total number of assaults with less serious injury	10,690	8,773	-17.9%
Total number of knife crimes	783*	635	-18.9%

Total number of ASB incidents**	87,166	83,171	-5%
Percentage of people who agree that the police and local councils are dealing with the crime and ASB issues that matter in their area ***	46.1%	52.4%	+6.3%
Percentage of people who perceive a high level of ASB in their local area	16.8%****	11.8%	-5%
Percentage of ASB incidents attended in the most vulnerable places	N/A	100%	New Measure
Percentage of 999 calls answered within 10 seconds*****	94.9%	95%	+0.1%

**Offences Brought to Justice (OBTJ) explanation:** There is a difference in the method of counting offences between the recorded crime figures and the Offences Brought to Justice (OBTJ) measure. A single recorded crime can result in more than one conviction or caution and can therefore lead to more than one offence being counted as brought to justice. For example, if a crime is recorded and as result three offenders are convicted each for two offences against the same victim, this counts as a single recorded crime but as six offences brought to justice. In addition, for most offences there will be a delay between the offence being recorded and it being brought to justice; this may result in it being included in the recorded crime figures for one period and the OBTJ figures for a later period.<sup>2</sup>

\* Data is based on Oct 08 - Sept 09.

\*\* ASB incident reduction target is based upon a statistically significant reduction (95%) against the past three years' totals. MSG performance was not used due to a lack of up to date data.

\*\*\* 2010/11 target is based upon the 2011/12 target of 57.7% via a linear projection.

\*\*\*\* Data is 12 months ending Dec 09, target is set around meeting MSG average.

\*\*\*\*\* National target is 90%. Target is set to maintain previous years' performance.

## Priority 2:

### Protecting people from serious harm

It will always be a priority for the Force to ensure that we deal effectively with serious and organised crime, terrorism, public order and other major challenges to public safety in our communities and on our roads. These areas of policing are often described collectively as 'Protective Services' – services which are designed to protect the public from serious harm.

The Force has recently introduced an annual Strategic Risk and Threat Assessment (STRA) of all Protective Service areas to ensure that we continue to comply with the National Minimum Standards. The methodology is based on the identification of external threats and a measurement of capacity and capability to meet that level of threat, derived from compliance with the minimum standards. Several improvement areas have been identified including levels of resources within public protection, quality of rape investigation and management of violent offenders. Specific work has now commenced to address these, and other issues, raised by the assessment.

As a result of our most recent Force Strategic Assessment, and in line with national policing priorities, we have identified the following priority areas within Protective Services:

- i. Serious and organised crime groups

<sup>2</sup> Source – Criminal justice System Performance Report Quarter 3 2009-10 (May 2010)

- ii. Terrorism and violent extremism
- iii. Protecting vulnerable people
- iv. Maintaining public order
- v. Roads policing

### **i) Serious and organised crime groups**

**Our aim is to reduce the impact that organised crime has on our communities.**

It is estimated that serious and organised crime costs the UK economy more than £30bn a year through drug and people trafficking, fraud and financial crime. The presence of organised crime groups can also lead to an increase in local crime and they can and do prey on the most vulnerable in our communities.

We believe there are currently 49 Organised Crime Groups (OCGs) which are active in Nottinghamshire. In order to improve our intelligence about these OCGs we are currently conducting a review of the processes used to identify and record them.

To combat cross-border crime, the Force will continue to work closely with other forces in the region as well as the East Midlands Special Operations Unit (EMSOU), the Serious and Organised Crime Agency (SOCA), the UK Borders Agency (UKBA) and Her Majesty's Revenue and Customs (HMRC).

To effectively tackle the threats posed by serious and organised crime, the Force will identify the most problematic groups and deal with them. Our approach is to create a more hostile environment for them and seize assets in order to close their operations. There have been some notable successes in dismantling major OCGs in Nottinghamshire in recent years - in 2009-10 the Force confiscated assets in excess of £844,000 and more than £356,000 in cash from members of crime groups.

A mapping database is used to record and monitor those groups which have the potential to cause the greatest harm in Nottinghamshire and throughout the East Midlands. Clear management plans are in place for all known OCGs with the specific intent of mitigating the risk they pose and potential impact they can have on our communities.

We will continue to deploy dedicated enforcement teams in areas where drugs are perceived to be an issue, using intelligence gathered from communities and our partner agencies to disrupt production and supply. It is also essential that we develop a better understanding of the community impact of serious and organised crime, through greater use of local intelligence and information received from communities. We will keep local communities informed, through our website and local action group meetings about the positive action we have taken to address their concerns.

#### **Our commitments for 2010-11**

- Monitor on a monthly basis the specific management plans for all currently active OCGs; and
- Increase the number and value of cash forfeitures and confiscation orders made from OCGs.

### **ii) Terrorism and violent extremism**

**Our aim is to help Nottinghamshire's local authorities and our other partners to reduce the risk from terrorism and violent extremism.**

Although the risk to the UK from international terrorism has reduced in recent years, the Joint Terrorism Analysis Centre Threat Report (2009) warned that a high level of threat persists and that attacks without warning remain a strong possibility.

A key challenge for the Force is to make sure that we are sufficiently prepared for terrorist and extremist threats and ensure we have sufficient resources and skills to deal with any issues that arise.

We support the government's counter-terrorism strategy 'CONTEST' by concentrating on the 'Prevent' aspect, which relates to tackling the radicalisation of individuals and supporting vulnerable people who might be targeted and recruited to violent extremism. This involves challenging ideology, supporting mainstream voices and disrupting those who promote violent extremism in order to increase community resilience and cohesion.

In addition, we will continue to engage with partners in the Channel Project, a local community-based initiative aimed at supporting vulnerable individuals who may be at risk of becoming involved in violent extremism.

It is vital that we gather local intelligence and develop improved understanding of the impact counter-terrorism policing has on communities, through community engagement plans supported by briefings and training for Neighbourhood Policing Teams. We use specialist Counter Terrorism Security Advisors (CTSAs) to deliver general counter terrorism briefings to our officers and staff.

We will also take part in specific operations dealing with goods and passenger carrying vehicles where there may be a terrorist dimension, including people trafficking, profiteering from illegal fuel use and the use of stolen plant and equipment, in conjunction with partners like the United Kingdom Border Agency (UKBA).

#### **Our commitments for 2010-11**

- Implement the Prevent strategy across the Force by mainstreaming working practices into everyday policing.

#### **iii) Protecting vulnerable people**

**Our aim is to improve the quality of service and protection we provide to the most vulnerable people in our communities.**

Several high profile cases in the UK during the past few years have highlighted the need for all public sector organisations, including the police, to make significant improvements in the protection and support that is offered to the most vulnerable members of our society. In particular, this includes those who are made vulnerable by virtue of their age, disability or circumstances and those who suffer repeat victimisation.

We are committed to protecting those adults and children who are most vulnerable to exploitation, violence and abuse, working closely with the Safeguarding Adults and Children Boards in the county and city.

We are also regularly involved with local and national organisations. For example, we are working with the Nottinghamshire Hate Monitoring Partnership to reduce repeat

victimisation and encourage the reporting of hate crime via Reporting Centres. Additionally we work with the Child Exploitation and Online Protection agency (CEOP) to develop our capacity and capability for dealing with the risk of internet-based child abuse.

In order to tackle the highest risk cases of domestic abuse, we participate in Multi-Agency Risk Assessment Conferences (MARACs) which aim to reduce the risk of serious harm or homicide for a victim and to increase the safety, health and well-being of victims. In a MARAC, local agencies meet to discuss the highest risk victims of domestic abuse in their area, sharing information about the risks faced by those victims, the actions needed to ensure safety and the support resources that are available.

Through the Nottinghamshire Multi-Agency Public Protection Arrangements (MAPPA), the Force works with other agencies to minimise the risks posed by known violent and sexual offenders, thereby reducing serious re-offending behaviour and preventing further harm to victims.

We are continuing to develop the resources and skills of our locally-based multi-agency Public Protection Units (PPUs) to investigate reports and provide vital support to victims of sexual assaults and domestic abuse. We also support the work of the Topaz Centre, the Sexual Assault Referral Centre (SARC) based in Nottingham which provides multi-agency support to survivors of rape and sexual assault throughout the county.

#### **Our commitments for 2010-11**

- Respond to all reports of hate crime as a priority
- Encourage the reporting of serious sexual assaults and bring more offenders to justice
- Reduce the number of repeat incidents of domestic violence; and
- Develop effective means of identifying repeat and vulnerable victims of crime and ASB to ensure an appropriate response when it is most needed.

#### **iv) Maintaining public order**

##### **Our aim is to maintain the capacity and capability to deliver effective policing of major events, emergencies and public order incidents.**

In recent years there has been an increasing trend of civil unrest in the UK, resulting in more single-issue public protests both nationally and locally. It is anticipated that due to continuing political and economic tensions this will remain an issue for some time. These incidents are of particular concern because of the potential they have for causing serious disruption to local communities.

In 2009 alone, we successfully policed high-profile industrial disputes and demonstrations by environmentalists at Staythorpe and Ratcliffe-on-Soar power stations, and a potentially inflammatory dual protest by the English Defence League and Unite Against Fascism in Nottingham. By deploying sufficient officers and working with a number of other forces we were able to maintain public order during all of these events, with minimal disruption to the local area.

So that we are better prepared for any future public order incidents or emergencies, we are working to improve our understanding and knowledge base in relation to the factors that contribute to them and the way in which we record the outcomes. We are

also improving our Strategic Co-ordination Centre (SCC) and exploring opportunities for collaboration with neighbouring forces to increase resilience and reduce costs.

We also work alongside other agencies within the Local Resilience Forum (LRF) to plan for potential incidents in line with the Civil Contingencies Act (CCA) 2005. By having effective plans in place and testing them in a consistent and co-ordinated way, we can make sure that when required we are able to respond in the most effective manner. The Force is also continuing to plan and prepare for the impact of the 2012 Olympic and Paralympic Games on Nottinghamshire.

#### **Our commitments for 2010-11**

- Conduct a Public Order Strategic Risk and Threat Assessment (STRA)
- Establish a Force-wide register to monitor and learn from public order and critical incidents; and
- Modernise our Strategic Co-ordination Centre (SCC) as part of a major refurbishment of the Police Headquarters.

#### **v) Roads policing**

##### **Our aim is to make Nottinghamshire's roads safer every year.**

The policing of our roads remains a high priority. Large stretches of both the M1 and A1 run through Nottinghamshire and generate a high volume of traffic. In 2009 a total of 48 people were killed and 546 seriously injured on Nottinghamshire's roads. Of those casualties, 56 were children. Although this represents the lowest number of casualties for any year on record, it is clear that much still needs to be done to improve road safety in the county.

There is more to roads policing than reducing the number of collisions and casualties, however. It is also vital that we target illegal road users and continue to deny criminals the use of the road. We are aware of the potential for terrorists and extremists to exploit the national road networks, as well as the need to tackle anti-social vehicle use within local communities.

The reduction of road casualties is a priority, and we take a zero tolerance approach to those offences which most often contribute to collisions on our roads, the so-called 'fatal four' behaviours: speed, drink and drugs driving, not wearing seatbelts and using mobile phones. For example, in 2009 the Force carried out more than 13,200 breath tests, almost twice as many as the previous year, with 1,789 drivers found to be over the limit. We are committed to protecting those road users who are most at risk, young drivers and motorcyclists in particular.

Central to our approach is working with the Nottinghamshire Road Safety Partnership to change driver behaviour through a process of engineering, education and enforcement. This involves targeting drivers who do not wear seatbelts, or who use mobile phones whilst driving, through the 'Break the Habit' campaign. We will continue to run summer and Christmas campaigns to target drink and drug driving, as well as campaigns aimed at young drivers and motorcyclists, such as 'No More Lives Wasted', 'Think Bike' and 'Shiny Side Up'.

Co-ordinated use of Automated Number Plate Recognition (ANPR) technology across the region will target illegal road users and we will continue to deploy off-road police officers who are able to challenge and combat the menace of illegal off-road activity.

### Our commitments for 2010-11

- Reduce the number of people killed or seriously injured on our roads in line with national targets
- Reduce the number of ASB incidents of vehicle nuisance; and
- Schedule 'Safer Roads' months to focus on enforcement in all of the 'fatal four' areas, with zero tolerance on offences that cause collisions or casualties.

### Measuring our performance

The following table outlines the key performance measures for Priority 2: Protecting people from serious harm.

Performance Indicator	2009-10 Baseline	2010-11 Target	
		Level	+ / -
Number of confiscation orders	159	175	+10.1%
Value of confiscation orders	£844k	£1.3m	+54%
Number of cash forfeitures	15	39	+160%
Value of cash forfeitures	£356k	£429k	+20.5%
Percentage of serious sexual offences where an offender is detected	26.3%	31.4%	+5.1%
Percentage of offences brought to justice per serious sexual offence	34.4%	39.4%	+5%
Percentage of 'Urgent' incidents where the victim is identified as vulnerable responded to within 60 minutes	68.4%	80%	+11.6%
Number of people killed or seriously injured on roads in Nottinghamshire (Jan 09 – Dec 09)	594	475	-20%
Number of incidents of vehicle nuisance (ASB)	7278	6533	-10.2%

### Priority 3: Making the best use of our resources

Effective planning and resource management are essential to the delivery of sustainable improvement in any organisation. As a major provider of public services, we acknowledge that the public have the right to expect that the service we provide not only makes our communities safer, but also represents good value for money. Every year, when we update this three-year strategy, we will include a Value for Money Statement, which outlines our planned improvements in efficiency and productivity (see Appendix F).

From our own analysis, the results of external audits and recognition of national priorities, we will concentrate upon the following areas in relation to making the best use of our resources:

- i. Strategic planning
- ii. Making efficiency savings
- iii. Workforce productivity

## **i) Strategic planning**

**Our aim is to develop an effective strategic planning cycle, which integrates operational, financial and workforce plans with those of our strategic partners.**

It has never been more essential for public sector organisations to plan effectively for the future. The reduction in Government funding as a result of spending cuts, brought on by the need to reduce the national debt, places a greater responsibility on all police forces to continually improve performance and quality, whilst reducing expenditure in a way that is sustainable in the long term.

Funding issues will also affect our local partners in the coming years which may impact on those resources which they fund or provide to work alongside the Force, such as Police Community Support Officers (PCSOs), analysts, and Community Protection Officers (CPOs).

As part of the budget setting process for 2011-12 and beyond, we will be re-aligning our strategic assessment and planning processes with financial and people planning, so that the allocation of our available resources and the major investments we make in terms of premises and technology are all directed towards supporting delivery of our vision and operational strategy.

We are also aware that there needs to be more effective management and scrutiny of how we use our resources, within the Force and the Authority. Following recommendations made in the 2010 Capability Review, the Authority has now been restructured and it has four new committees with clear responsibility for ensuring the delivery of value for money within respective areas. The Force is currently reviewing its own internal governance and performance management processes with the aim of improving the way it manages resources and embeds value for money considerations in all of its planning and decision-making processes.

The new appointees to the Chief Officer Team will help set and deliver a strategic direction for making the best use of our resources, not least the new Assistant Chief Officer (Resources) who will oversee the Force's strategic direction in relation to finance, human resources and information and communications technology.

A summary of the resources we expect to have available over the next four years, along with a breakdown of spending in this year's budget and workforce distribution, is shown at Appendix G.

### **Our commitments for 2010-11**

- Develop a clear medium-term financial strategy and workforce plan, designed to deliver the aims and objectives of this Policing Plan; and
- Establish effective governance arrangements within the Authority and Force to ensure that our services represent good value for money.

## **ii) Making efficiency savings**

### **Our aim is to continue to exceed our annual efficiency savings targets whilst reducing our carbon footprint.**

At the start of the current Comprehensive Spending Review (CSR) period, the Home Office set an efficiency target for police authorities equal to 9.3% of gross revenue expenditure recorded for 2007-08. In January 2009 the Policing Minister announced that the targets will no longer be set by the Home Office but by the police authorities. Each police authority is expected to set ambitious local targets and to hold its force to account for the delivery of sufficient improvements.

In the March 2009 Budget, the Chancellor of the Exchequer announced that the police, as a sign of their commitment to improving efficiency, would be required to deliver a further 1% of efficiency savings beyond the level of savings committed to at the 2007 CSR, with all savings recycled back into front-line services. As a consequence, the Authority has set the Force an efficiency saving target of £8.8m for 2010-11.

The Force has recently developed a Value for Money Strategy which identifies a range of ways in which it can make better use of resources. In addition, it has made significant improvements in the way it manages organisational performance, with regular reports to the Authority highlighting key focus areas such as efficiency savings and expenditure on overtime. Whilst overtime plays a crucial part in delivering a flexible policing service, efforts need to be made to reduce the overall overtime costs.

We regularly conduct benchmarking exercises, comparing our resources with those of other forces and to help us identify opportunities for improved efficiency and productivity. For example, according to recent analysis it appears that Nottinghamshire has a disproportionately high number of officers in ranks above that of Constable. It is possible that, by realigning our rank structure, we would be able to either employ more than 50 additional Constables, or make substantial savings. We are currently reviewing these options.

We have also adopted a more dynamic budget monitoring approach, with the result that any underspend identified during the year is now reallocated into priority areas in support of delivering our Policing Plan, rather than waiting until the year end. For example, this has enabled us to invest in major operational activity such as policing the public protests at power stations in 2009 and to conduct a thorough review of outstanding investigations.

New developments in technology provide us with opportunities for efficiency savings. An integral part of our strategy is to upgrade our communications infrastructure to improve operating efficiency as well as to reduce costs.

Collaboration with other Police Forces and sharing premises and service-delivery with partner organisations is another way in which we can deliver better value for money. We already procure a significant amount of our equipment through regional contracts and by combining our specialist policing resources with neighbouring forces we are able to reduce our operating costs whilst retaining essential flexibility and resilience. Developing closer working practices with local partners has also enabled us to establish a shared counter area with Rushcliffe Borough Council and a 'Partnership Hub' in Kirkby-in-Ashfield. We remain committed to exploring further opportunities for such collaborative activities.

The Force is also investigating options for a radical restructure, involving the centralisation of support functions such as Human Resources and Finance and streamlining the management of territorial policing units to make potential savings, without compromising quality of service and operational performance. The experiences of other forces who have recently undergone similar modernisation processes are being assessed to ensure we meet the demands of policing Nottinghamshire now and in the future.

To demonstrate our commitment to long-term sustainability and protecting our environment, we have developed an Environmental Management Strategy. This sets out how we can improve the way we use our natural resources, ensure we comply with relevant legislation and ultimately reduce our carbon footprint. We aim to embed the concept of sustainability within our planning and decision-making processes, particularly the way in which we procure goods and commission services, and work towards the implementation of a fully-fledged environmental management system in line with recognised international standards (ISO 14001).

#### **Our commitments for 2010-11**

- Exceed our efficiency savings target of £8.8m
- Reduce overtime costs as a percentage of our total wage bill to less than 4%
- Reduce our greenhouse gas emissions arising from electricity, gas and water consumption; and
- Reduce the amount of waste we produce and increase levels of recycling.

#### **iii) Workforce productivity**

**Our aim is to develop a more productive, flexible workforce and improve our quality of service.**

In 2008 the Government's Policing Green Paper 'From the Neighbourhood to the National: Policing Our Communities Together' set out a series of improvements to the development and deployment of the police workforce. In support of effective planning and wide-ranging efficiency savings, it is essential that we make the best and most productive use of our workforce.

In order to provide a first class service to our communities we need to ensure that the people we employ are skilled, trained, motivated and are able to meet the changing demands of modern policing. With the costs of employing our workforce accounting for more than 80% of our annual budget, having effective means of recruiting, organising and developing our people is crucial to the performance of the Force.

Work is already underway to transform our Human Resources function and make it more efficient and effective, and other areas of our support services are also being reviewed. Delivery of the Forces' Human Resources function is driven by our People Plan, which sets out how we aim to get the best out of our workforce, underpinned by our ethic of championing equality, diversity and human rights. We also intend to develop a detailed workforce profile, identifying our strengths and weaknesses and enabling us to allocate appropriate resources according to demand in line with our operational strategy.

We recognise that in order to maintain and improve our performance we need a workforce that is flexible and responsive enough to meet the demands of the diverse communities we serve and we need to attract, recruit, develop and train the best

people. We have been developing our leadership programmes to improve individual performance and to encourage people to develop, challenge and learn. We have recently streamlined the way in which we review and appraise individual performance, making the process simpler and linking individual objectives directly to delivering the Force's vision and strategy.

It is important that we continue to promote the health, well-being and safety of our workforce at all times. Together with other forces in the East Midlands region, we are looking into the possibility of a shared Occupational Health Unit which could provide improved services and professional expertise at a reduced cost.

In support of the national drive to reduce bureaucracy within the police service, we have begun to examine areas of our business using the widely recognised 'Lean' approach to removing waste. Having conducted a comprehensive review of the role of Sergeants, we now plan to look in detail at several other important areas including forensics procedures, divisional crime investigations and internal calls made to the Control Room.

Streamlining our major computer systems over the next few years will also play a significant role in making us more productive. By consolidating those core systems and removing independent 'satellite' programs, we will not only simplify their use but also make considerable savings in maintenance costs.

#### Our commitments for 2010-11

- Reduce sickness absence levels
- Increase the percentage of police officers in operational posts
- Recruit and develop a workforce that is more representative of the diverse communities we serve
- Reduce turnover for police officers and staff; and
- Develop a detailed workforce profile.

#### Measuring our performance

The following table outlines the key performance measures for Priority 3: Making the best use of our resources.

Performance Indicator	2009-10 Baseline	2010-11 Target	
		Level	+ / -
Efficiency savings	£7.0m	£8.8m	+£1.8m
Greenhouse gas emissions from electricity and gas consumption (CO <sub>2</sub> equivalent)	131kg per m <sup>2</sup>	-10% by 2015	
Greenhouse gas emissions from water consumption (CO <sub>2</sub> equivalent)	0.95kg per m <sup>2</sup>	-5% by 2015	
Overtime costs as a percentage of the total wage bill	4.6%	4%	-0.6%
Police officer sickness absence	3.8%	3.7%	-0.1%
Police staff sickness absence	4.5%	3.7%	-0.8%
Percentage of police officers in operational posts	95.9%	96%	+0.1%
Minority ethnic police officer recruitment	1.0%	7%	+6%
Minority ethnic police officer representation	3.7%	4%	+0.3%
Minority ethnic police staff recruitment	7.3%	5%	-
Female police officer recruitment	43.7%	40%	-
Female police officer representation	24%	26%	+2%
Female police staff recruitment	54.1%	40%	-

**NB: The Authority and the Force note that the targets above relating to recruitment and representation are set in the context of reducing budgets and the probability that there will be a reduction in the Force's establishment in the coming years.**

## Appendix A: Nottinghamshire Police Authority and Nottinghamshire Police

### Nottinghamshire: people and places

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.

### Nottinghamshire Police Authority

The Authority is an independent body responsible for monitoring the work of the Force. We exist to ensure an efficient and effective police service for the whole of Nottinghamshire. The Authority has a total of seventeen members: seven Nottinghamshire County Councillors, two Nottingham City Councillors and eight independent members. Further details of the structure, roles and responsibilities of the Authority are available at: [www.nottinghamshire.police.uk/hpa/](http://www.nottinghamshire.police.uk/hpa/)

### Nottinghamshire Police

Local policing in Nottinghamshire is currently divided into four geographical areas, known as Divisions, which cover one or more local authority area. The Divisions are:

**A Division:** Mansfield & Ashfield

**B Division:** Bassetlaw, Newark & Sherwood

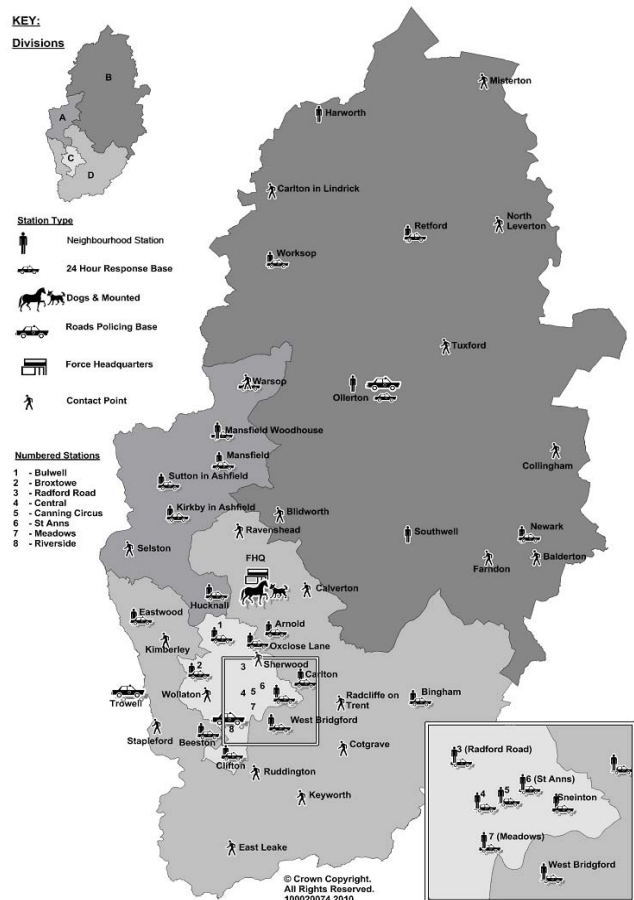
**C Division:** Nottingham City

**D Division:** South Nottinghamshire  
(covering the Broxtowe, Gedling and Rushcliffe boroughs)

Each Division is sub-divided into a number of Neighbourhood Policing Areas, which are further divided into a number of smaller areas called beats, which usually cover neighbourhoods or estates. There are around 200 beat teams across Nottinghamshire grouped together into 38 neighbourhoods. You can let us know what is important to you contacting your local beat team or your local police station. In return, your officers will let you know what they are working on by posting monthly updates online at:

[http://www.nottinghamshire.police.uk/about/organisation/safer\\_neighbourhoods/](http://www.nottinghamshire.police.uk/about/organisation/safer_neighbourhoods/)

Alternatively, you can call 0300 300 9999 or look out for Safer Neighbourhoods posters on display throughout your community.



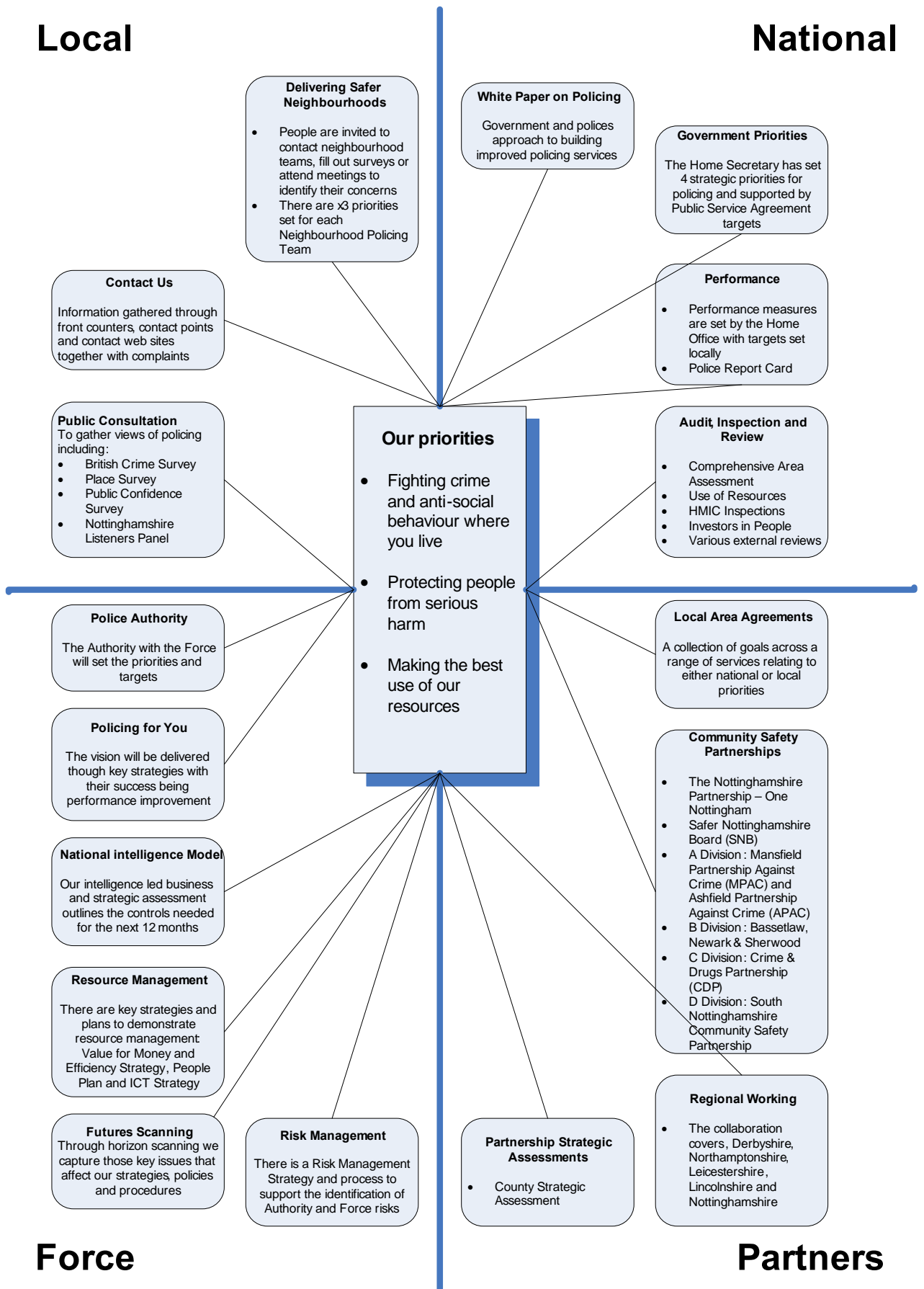
## **Appendix B: Policing Pledge**

**The police service in England and Wales will support law-abiding citizens and pursue criminals relentlessly to keep you and your neighbourhoods safe from harm. We will:**

1. Always treat you fairly with dignity and respect ensuring you have fair access to our services at a time that is reasonable and suitable for you.
2. Provide you with information so you know who your dedicated Neighbourhood Policing team is, where they are based, how to contact them and work with them.
3. Ensure your Neighbourhood Policing Team and other police patrols are visible and on your patch at times when they will be most effective and when you tell us you most need them. We will ensure your team are not taken away from neighbourhood business more than is absolutely necessary. They will spend at least 80% of their time visibly working in your neighbourhood, tackling your priorities. Staff turnover will also be minimised.
4. Respond to every message directed to your Neighbourhood Policing Team within 24 hours and, where necessary, provide a more detailed response as soon as we can.
5. Aim to answer 999 calls within 10 seconds, deploying to emergencies immediately giving an estimated time of arrival, getting to you safely, and as quickly as possible. In urban areas, we will aim to get to you within 15 minutes and in rural areas within 20 minutes.
6. Answer all non-emergency calls promptly. If attendance is needed, send a patrol, giving an estimated time of arrival, and if you are vulnerable or upset aim to be with you within 60 minutes. If you are calling about an issue that we have agreed with your community will be a neighbourhood priority and attendance is required, we will aim to be with you in 60 minutes. Alternatively, if appropriate, we will make an appointment to see you at a time that fits in with your life and within 48 hours. If agreed that attendance is not necessary we will give you advice, answer your questions and/ or put you in touch with someone who can help.
7. Arrange regular public meetings to agree your priorities, at least once a month, giving you a chance to meet your local team with other members of your community. These will include opportunities such as surgeries, street briefings and mobile police station visits which will be arranged to meet local needs and requirements. Find out how to get involved by visiting [www.nottinghamshire.police.uk](http://www.nottinghamshire.police.uk) and typing in your postcode on the homepage.
8. Provide monthly updates on progress and on local crime and policing issues. This will include the provision of crime maps, information on specific crimes and what happened to those brought to justice, details of what action we and our partners are taking to make your neighbourhood safer and information on how your force is performing.
9. If you have been a victim of crime agree with you how often you would like to be kept informed of progress in your case and for how long. You have the right to be kept informed at least every month if you wish and for as long as is reasonable.
10. Acknowledge any dissatisfaction with the service you have received within 24 hours of reporting it to us. To help us fully resolve the matter, discuss with you how it will be handled, give you an opportunity to talk in person to someone about your concerns and agree with you what will be done and how quickly.

We want to do our best for you but if we fail to meet our Pledge we will always explain why it has not been possible on that occasion to deliver the high standards to which we aspire and you deserve.

## Appendix C: Priorities route map



## Appendix D: Identifying local priorities

Using a combination of local intelligence and professional judgement, the following crime types were identified as potential priority areas:

- Anti-social behaviour
- Drug offences
- Sexual offences
- Burglary
- Robbery
- Arson
- Domestic violence
- Violence
- Criminal damage
- Vehicle crime
- Hate crime

We recognised that some local problems need to be given more attention than others. Therefore, in order to assess the level of priority for each problem area, the following five key issues were considered:

- **Volume:** How big is the problem compared to other problems in the area?
- **Comparators:** How big is the problem compared to other areas?
- **Victim Harm:** What is the harm caused by the problem?
- **Direction of travel:** How is the problem changing over time?
- **Consultation:** How much of a priority do members of the public perceive the problem to be?

The local priorities that have been identified for each of the Divisions are summarised in the Section 3 'Delivering Our Priorities'.

## **Appendix E: Policing local communities**

Many different organisations play a vital role in increasing the safety of our communities, not least the Nottinghamshire Partnership and One Nottingham, with whom both the Authority and Force have close working strategic relationships.

The Force also works closely with Community Safety Partnerships (CSPs), to identify local priorities and tackle them together and to ensure that policing resources concentrate on dealing with the issues that matter most to local people and their communities,

There are currently five CSPs in place across Nottinghamshire. Each of these partnerships conduct regular strategic assessments, taking into account current trends, intelligence and the results of public consultation to determine the particular issues of crime and ASB that are affecting their local areas so that effective plans can be put in place to address them.

### **A Division: Mansfield and Ashfield**

Work to improve community safety in this area is conducted by the police in conjunction with two CSPs: the Mansfield Partnership Against Crime (MPAC) and the Ashfield Partnership Against Crime (APAC). The local priorities which have been identified for A Division in 2010-11 are:

- **Anti-social behaviour**

The local police will be working with partners to reduce ASB and criminal damage in priority areas, maintaining high-profile operations in the Division and using intelligence to target key times and locations. A Red and Yellow Card scheme will be introduced aimed at early intervention, diverting young people who may have substance misuse issues to Drug and Alcohol Action Team (DAAT) agencies. Efforts will also be made to improve the use of referrals to appropriate preventative agencies such as drug and alcohol services, and Youth Inclusion and Support Panels (YISP).

- **Violence**

The local police will implement a multi-agency 'Night-Time Economy' plan for urban town centre locations across the Division, targeting enforcement and diversionary activity on Friday and Saturday evenings in relation to alcohol-related violence, alongside work to identify and manage repeat offenders. There will also be continued work to improve a co-located Public Protection Unit (PPU), using the 'Protect' principles to tackle the top 40 repeat cases of domestic abuse within the Mansfield and Ashfield area. The multi-agency team includes the Primary Care Trust (PCT), Nottinghamshire County Council social care, Probation and Independent Domestic Violence Advisors (IDVA).

- **Serious acquisitive crime**

Tackling domestic burglary and vehicle crime are local priorities and sustained high visibility patrols will be mounted at priority locations at times when they will be most effective. The local IOM team will also be working with other agencies including Probation to manage offenders and prevent re-offending.

- **Sexual offences**

Work with support services such as North Nottinghamshire Independent Domestic Abuse Services (NNIDAS) and Victim Support will ensure appropriate care and support is provided to victims. The Division will continue to make improvements in how it investigates rape and other sexual offences.

- **Hate crime**

We will work with our partners to improve the way that different communities relate to one another through projects focusing on greater community cohesion.

## **B Division: Bassetlaw, Newark and Sherwood**

Work to improve community safety in this area is conducted by the police in conjunction with the Bassetlaw, Newark and Sherwood Community Safety Partnership (BNSCSP). The local priorities which have been identified for B Division in 2010-11 are:

- **Anti-social behaviour**

Local police will continue the use of 'Weeks of Action' to target priority areas with increased visibility and by using preventative and enforcement measures. Local Multi-Agency Problem Solving (LMAPS) meetings will continue to be held every month to enable co-ordinated activity and a recent shift change for neighbourhood police officers has been implemented to enable them to focus on 'night time economy' issues.

- **Violence**

A sustained and robust approach will be taken to safeguard victims of violence, domestic abuse and sexual violence, including a forceful monitoring of those who have been arrested but not yet convicted of sexual offences. The local PPU is also working with the Probation Service to draw up a Conditional Caution scheme for domestic violence offenders.

- **Serious acquisitive crime**

In order to reduce burglaries during the summer – a time when properties are most susceptible, due to being left insecure – an awareness-raising crime prevention campaign will be run. In conjunction with this initiative, the local IOM team are working with employers of seasonal staff to identify employment opportunities for PPOs during the summer period. Another initiative has been introduced aimed at preventing the elderly becoming victims of crime, particularly in relation to bogus callers, and a 'Text Alert' scheme which is already established in Newark will now to be introduced across the Division, aimed at informing the public of suspicious incidents. In addition, more than 20 Community Safety Volunteers have been recruited to support Neighbourhood Policing Teams to deliver crime prevention advice within the community.

## **C Division: Nottingham City**

In the city the Force works with the Crime and Drugs Partnership (CDP). The local priorities which have been identified for C Division in 2010-11 are:

- **Anti-social behaviour**

Work will continue with the CDP, Victim Support and Justice Seen Justice Done to support those who are vulnerable to repeat incidents, maximising referrals to support services of those who perpetrate ASB across the city and using IOM where appropriate. Consideration will also be given to the development of a single service enforcement team between the City Council, Police and other partners to pursue perpetrators of ASB.

- **Violence**

A City Centre 'Night-time Economy' Violence Action Plan will be implemented, whilst area-based plans will be developed to tackle violence outside the city centre. A Tackling Knives and Serious Youth Violence Action Plan will target those aged 13 to 24, a Gun Crime Strategy and Action Plan will be developed, and a strategy for reducing incidents of domestic violence will also be implemented.

- **Serious acquisitive crime**

The local police's "target hardening" and property marking strategy to design out crime will continue, and IOM will be rolled out and embedded across the city. Police will be working to increase detection rates and improve responses to

repeat victims of burglary, robbery and vehicle crime, whilst ensuring a co-ordinated approach is taken to dealing with the proceeds of crime.

- **Drug offences**

Significant action will be taken to tackle drug offences. Local Police will consult with communities to better deliver a multi-agency response to drug dealing and use, enforcement operations and dedicated 'Street Teams' will target priority areas, and the Force will introduce a one hour response to drug dealing linked to areas in neighbourhoods where it is highlighted as an issue, as part of the Policing Pledge. Civil remedies will be used to target drug misusing offenders.

## **D Division: Gedling, Rushcliffe and Broxtowe**

The Division is working with the South Nottinghamshire Community Safety Partnership (SNCSPP) which spans these three borough areas and the local priorities which have been identified for D Division in 2010-11 are:

- **Anti-social behaviour**

A 'Night-time Economy' Action Plan has been developed to tackle drugs and alcohol-related ASB across the Division, including a focus on reducing the number of young offenders, targeting criminal damage and environmental crime through increased patrols and use of community payback, and increasing community involvement. A Youth Diversion Action Plan will target activity in three neighbourhoods within each borough, aiming to reduce levels of youth ASB, improve levels of youth engagement and reduce levels of truancy and exclusion. Four operations per year will target under-aged drinking in priority areas, involving confiscations and letters being sent to parents.

- **Domestic violence**

A Domestic Violence Action Plan has been established for the Division which includes the Sanctuary Scheme which provides support to those adults and children who are most at risk from domestic abuse. There will be continued support for the provision of a 24-hour Domestic Violence Helpline run by the Women's Aid Integrated Services and the Sustain Outreach Post run by the Broxtowe Women's Project (BWP). Specialist training will be provided to agencies and practitioners in dealing effectively with domestic violence, including the growing menace of "status" dogs and links to abuse, dangers of social networking sites and repeat offenders. Awareness-raising campaigns will promote local domestic violence services in priority areas and during peak times such as Christmas and the New Year. Repeat high risk cases will be referred back to Multi-Agency Risk Assessment Conferences (MARACs) where necessary to safeguard and support survivors of domestic violence.

- **Serious acquisitive crime** (including domestic burglary, robbery and vehicle crime).

Each borough has in place a two-year action plan to manage crime prevention and enforcement activity, focusing on high priority areas, supporting victims and the most vulnerable and promoting community confidence. IOM continues through a dedicated team focused on reducing re-offending. A Target Hardening Project will be developed, working with partners to 'design out' crime, with communications activity aimed at raising public awareness of crime prevention methods. This will include increased distribution of property marking, high visibility patrols, improved street lighting, use of CCTV and supporting Neighbourhood Watch and similar schemes for businesses and students.

- **Hate crime**

Improved consultation, engagement, and communication will be a focus across the Division and a Repeat Victimisation Project will provide greater support to those most vulnerable to Hate Crime.

## **Appendix F: Value For Money Statement 2010-11**

### **Improvements in efficiency and productivity**

During 2010-11 the Police Authority has set Nottinghamshire Police a target of generating £8.8m worth of efficiency and productivity savings.

In accordance with The Policing Plan (Amendment) Regulations 2009, this statement includes planned improvements in efficiency and productivity of the police force during the plan period, including in particular those to be achieved through:

### **Improvements in the deployment of the police force and of people employed by the police authority under section 15(1) of the Police Act 1996 (civilian employees);**

The Force is committed to making better use of the resources we have available to serve the public. The workforce accounts for approximately 83% of Gross Revenue Expenditure, so it is a vital area to influence value for money. From April 2010 an additional 84 Officers were transferred from Headquarters and specialist departments to A and B divisions in the north of the county. It was identified that additional resources were required in the north of the county in order to provide the public with the level of response, crime investigation and neighbourhood policing to which we aspire. The decision followed an assessment of various factors, including risks and utilisation rates. The extra resources will give divisional commanders greater resilience and capability to deal with incidents efficiently and effectively.

It is planned that changes in the deployment of officers will lead to an efficiency saving of £2.3m during 2010/11.

### **Reductions in overtime spending**

The recent White Paper, Protecting The Public: Supporting The Police To Succeed, December 2009, committed the Government to delivering £70m savings on police overtime in the next Parliament. A key measure that will be assessed when considering overtime is overtime as a proportion of the total payroll. Forces above the 4% level are expected to make rapid progress towards reducing that figure below 4%. The ratio of overtime to total payroll for Nottinghamshire Police at the end of December 2009 was 4.6%. However, when the overtime paid in relation to three large special operations, as well as income generating overtime, is removed from the equation, the ratio reduces to 3.9%.

One reason for the use made of overtime in Nottinghamshire Police is that the Force has 5% fewer Police Officers given the population of the Force area when compared with similar Forces (HMIC Benchmarking, March 2009). One of the main reasons why there are comparatively fewer Police Officers in Nottinghamshire is that the Force received £7.6m less funding in 2009-10 than what should have been allocated based on the Government's resource allocation model prior to the floor damping process. Whilst the payment of overtime plays a crucial part in delivering a flexible service to the public, we believe that efforts should be made to reduce the overtime bill. As a result, a cashable efficiency saving target of more than £0.3m has been set for 2010-11 and new Guidelines for Managing Police Overtime Effectively have been issued to help Senior Managers in the Force to deliver this saving.

### **Programmes of process improvement work**

Improving processes is a focus of our approach to achieving Value For Money, as reflected in our VFM Strategy. To that end we are undertaking a series of 'Lean Reviews' aimed at delivering improved customer service by re-thinking conventional working practices and by the continuous elimination of waste in all areas of business.

These reviews also challenge traditional management thinking by positioning front line staff at the centre of all improvement activity. In turn, a Lean operation will require less resource and capital, while increasing capacity and quality.

The Lean Team have begun work by focusing on the role of Sergeants and also the use of Pocket Books. Attention will thereafter turn to forensic processes, divisional crime investigation processes and how best to reduce the number of internal calls into the Control Room.

In addition a project is looking at property/archive management throughout the Force, seeking ways to improve how the Force manages archive material and exhibits. This service is currently managed on a local basis, which can make it fragmented and time-consuming. The project aims to provide a formal, structured "library service" under the control and supervision of one department with two warehouse storage facilities, with one in the north and the other in the south of the county. This will allow all the current staffing and resources to be pooled together to improve the service to the Force and consequently the public.

Process improvements are expected to contribute £1.9m efficiency and productivity savings during 2010/11.

#### **Reductions in bureaucracy**

We are determined to boost the capacity of the police service we deliver by reducing red tape and freeing the service from unnecessary bureaucracy. This will be implemented as part of Lean process re-engineering and other productivity reviews, collaboration initiatives and a new staff suggestion scheme. We will also reduce bureaucracy through better use of resources and technology.

Efficiency and productivity savings for cutting bureaucracy are included within the £1.9m process improvements savings (see above).

#### **Adoption of national frameworks in procurement**

The 2009 White Paper committed the Government to deliver total savings of £400m across both procurement and information technology. To deliver savings in procurement, police forces and authorities will be required to procure goods and services from national procurement frameworks. Four areas where savings are anticipated are vehicles, body armour, uniform and e-forensics.

Nottinghamshire Police has been participating in such frameworks for a number of years, since purchasing through collaborative opportunities is a major component of its procurement strategy. For example, vehicles are purchased through the National Association of Police Fleet Managers framework, body armour via the West Yorkshire Police framework, uniform through the Midlands Consortium and a regional mini competition through the NPIA national framework is currently being carried out for forensics.

Efficiency savings will continue to be made either through national, regional or sub-regional collaborative procurement.

Efficiency savings of at least £200k are expected to be generated in 2010-11.

#### **Measures to achieve national convergence in information technology**

The Force's Information Directorate actively supports the National Police Improvement Agency's Information System Improvement Strategy (ISIS). The NPIA's 'ISIS' programme is planned to transform the way in which police information

technology is developed, procured, implemented and managed on a national basis. As an example, we have decided to continue with the current Criminal Justice system and are awaiting the availability of a national solution rather than developing or procuring our own solution.

It is expected that efficiency and productivity savings will be made from 2011 onwards through the implementation of virtualisation, unified communications and greener technology.

**Measures to reduce the proportion of police officers and police staff who carry out support services**

During 2010/11 reviews of the Force's support services will be conducted. A review of Human Resources is underway; others including Finance and Corporate Development will follow this. In carrying out the reviews we will make use of benchmarking to bring management's attention collectively to bear on those areas where costs and resource seem to be significantly different from other Police Forces.

In addition during 2010/11 the Force will be exploring, via the East Midlands Collaboration Unit, options for collaboration with other regional forces for the supply of support services.

It is anticipated that there will be an efficiency saving of £1m during 2011/12.

**Reduction of overhead expenses**

Overhead expenses will be reviewed as part of the Lean and other process reviews and also by using benchmarking. In addition, Business and Finance Managers monitor overhead expenses at a local level to seek reductions.

Through reducing overheads during 2010/11 it is expected that there will be an efficiency saving of over £0.1m.

## Appendix G: Budget and Medium Term Financial Plan (MTFP)

The following table illustrates where we plan to spend our budget for 2010-11 and uses categories specified in the Police Objective Analysis (POA) developed by West Midlands Police. The aim of the POA is to provide a consistent and coherent analysis of police service spending. It is a structured way of describing input costs in terms of understandable policing and support units. We have aligned these units with our three priority areas.

<b>Budget Spending Summary</b>	<b>2010-11 £m</b>	<b>%</b>
<b>Priority 1: Fighting Crime and ASB where you live</b>	<b>132.297</b>	<b>65.9</b>
Local Policing	102.688	51.1
Dealing with the Public (call centres and communications)	12.024	6.0
Investigative Support	3.925	2.0
Criminal Justice Arrangements	13.660	6.8
<b>Priority 2: Protecting people from serious harm</b>	<b>40.993</b>	<b>20.4</b>
Road Policing	5.003	2.5
Community Intelligence	10.157	5.1
Specialist Operations	4.623	2.3
Specialist Investigations	18.043	9.0
National Policing (including Counter Terrorism)	3.167	1.6
<b>Priority 3: Making the best use of our resources</b>	<b>44.692</b>	<b>22.3</b>
Support Functions	37.435	18.6
Police Authority	1.214	0.6
Central Costs	6.035	3.0
<b>Gross Cost of Policing</b>	<b>217.974</b>	<b>108.6</b>
<i>Income</i>	<i>-17.217</i>	<i>-8.6</i>
<b>Net Cost of Policing</b>	<b>200.757</b>	<b>100.0</b>

For 2010-11 the Authority has set the Force an efficiency savings target of £8.8m, which includes both cashable and non-cashable savings.

It should be noted, however, that at the time of writing this plan the new Coalition Government has just announced a 1.5% reduction in police force budgets for 2010-11, which is not yet reflected in our Budget Spending Summary. In Nottinghamshire, this equates to around 1% of the force's total budget and means we will have to find an extra £2m worth of savings. The Treasurer is currently working with the Director of Finance to provide a new budget for 2010-11, taking this into account.

By virtue of our Value for Money Strategy and excellent track record in making efficiency savings in recent years, the Force is well positioned to absorb the impact of this decision whilst maintaining the quality of service we provide.

The table below illustrates in broad terms how our workforce will be distributed, in line with this year's budget.

<b>Workforce distribution 2010-11</b>	<b>Full time equivalent (FTE)</b>	<b>%</b>
Operational	3054.5	72.5
Operational Support	581.7	13.8
Organisational Support	576.5	13.7
<b>Total</b>	<b>4212.7</b>	<b>100.0</b>

Our Medium Term Financial Plan (MTFP) projects the finances the Force expects to have available over the next three years, based on anticipated levels of external funding. This enables us to plan how we can most effectively use our resources to deliver better services at reduced cost. It also allows us to consider any efficiency savings which will be required to address the potential shortfall in funding.

<b>Medium Term Financial Plan Summary</b>	<b>2011-12 £m</b>	<b>2012-13 £m</b>	<b>2013-14 £m</b>
<b>Net Cost of Policing</b>	<b>211.0</b>	<b>217.5</b>	<b>222.1</b>
Total external funding	194.5	190.9	187.2
Planned use of reserves	1.2	1.0	0.8
Cumulative savings required	15.3	25.6	34.1

Taking into account the public sector spending cuts announced in the Budget in June, and following the Government's Comprehensive Spending Review in the Autumn, the Force will set out a clear efficiency savings plan in order to demonstrate how it will achieve a balanced budget for 2011-12.

## **Glossary of Terms and Abbreviations**

ANPR	Automated Number Plate Recognition
ASB	Anti-social Behaviour
CCA	Civil Contingencies Act 2005
CEOP	Child Exploitation and Online Protection Centre
CJS	Criminal Justice System
CPOs	Community Protection Officers
CPS	Crown Prosecution Service
CSPs	Community Safety Partnerships
CSR	Comprehensive Spending Review
CTSAs	Counter Terrorism Security Advisors
DPMU	Dangerous Persons Management Unit
DPPOs	Designated Public Place Orders
EMSOU	East Midlands Special Operations Unit
HMRC	Her Majesty's Revenue and Customs
IOM	Integrated Offender Management
ISIS	Information Systems Improvement Strategy
LAAs	Local Area Agreements
LCJB	Local Criminal Justice Board
LRF	Local Resilience Forum
LSPs	Local Strategic Partnerships
MAPPA	Multi-Agency Public Protection Agreements
MARACS	Multi-Agency Risk Assessment Conferences
MTFP	Medium Term Financial Plan
NHS	National Health Service
OCGs	Organised Crime Groups
PCSOs	Police Community Support Officers
POA	Police Objective Analysis
PPUs	Public Protection Units
SARC	Sexual Assault Referral Centre
SCC	Strategic Co-Ordination Centre
SOCA	Serious and Organised Crime Agency
STRA	Strategic Risk and Threat Assessment
UKBA	UK Borders Agency
WCU	Witness Care Units



# NOTTINGHAMSHIRE POLICE

*Policing for you*



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IN PEOPLE

