



Nottinghamshire Police

Policing Plan 2013-18

Year 1 (2013-14)

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Foreword by Chief Constable Chris Eyre QPM

Crime in Nottinghamshire is now at its lowest level since the mid 1970s. Thanks to the efforts of our officers and staff, our strategic partners across the county and you, the public, we are making Nottinghamshire a safer place for everyone to live, work and visit.

The significant reductions in crime that have been achieved in recent years have come against a backdrop of difficult economic times for the country, and specifically Nottinghamshire Police.

Considerable challenges remain as we look ahead to the next four years. With less money available for policing the onus is on us to shape our organisation and ensure we make the most of the resources we do have.

This also means the importance of continued partnership working cannot be underestimated. Nottinghamshire Police is fortunate to have strong relationships with our strategic partners and has been playing a key role with neighbouring forces to deliver collaborative policing.

With the support of the Police and Crime Commissioner, we intend to strengthen these links further to deliver effective, quality policing for the people of Nottinghamshire.

Our ambition is to become the best force in the country and this five year Policing Plan sets out in detail how we will achieve that ambition by creating safer communities for all.



A handwritten signature in black ink, appearing to read 'Chris Eyre'. The signature is fluid and cursive.

Introduction

This section describes our vision and aims for continuing to improve policing services in Nottinghamshire, the objectives that we have been set by the Police and Crime Commissioner and how we have taken account of local, regional and national issues in formulating our plans.

Our vision

It is our vision for Nottinghamshire Police to be the best performing police force in England and Wales. We will consider that we have achieved this when:

1. We are consistently ranked amongst the top ten police forces in England and Wales for reducing crime and antisocial behaviour
2. We consistently demonstrate that we are managing our resources within the constraints of our budget, without adverse impact on the sustainability of our performance or levels of satisfaction with the quality of our services
3. We are consistently ranked amongst the top five police forces in England and Wales for victim satisfaction

Our values

If we are to achieve our vision to be the best police force in England and Wales, then everyone who works for Nottinghamshire Police must be **PROUD to serve**, united by an unwavering commitment to our shared values:

- Professional
- Respect for all
- One team
- Utmost integrity, trust and honesty
- Doing it differently

Our plans

To tackle the issues of today and meet the challenges that lie ahead we must plan carefully how to use our resources, whilst always retaining the flexibility to respond to new and emerging threats to the people and communities we serve. Our plans are built from the ground up, taking account of the views of local people and partner agencies as well as analysis of available evidence, and utilising the vast amount of experience and expertise within the force so that we can be confident we are addressing the right issues in the right way.

The Police and Crime Plan 2013-18

In November 2012 all police forces in England and Wales, except London, elected their first Police and Crime Commissioner. One of the Commissioner's key responsibilities is to issue a Police and Crime Plan to cover their period in office, in which they make clear their priorities and the objectives they are setting for the force.

Through the Police and Crime Plan 2013-18 Nottinghamshire's Commissioner, Paddy Tipping, has set the Force the following objectives:

- Protect, support and respond to victims, witnesses and vulnerable people
- Improve the efficiency, accessibility and effectiveness of the criminal justice process
- Focus on those local areas that are most affected by crime and antisocial behaviour
- Reduce the impact of drugs and alcohol on levels of crime and antisocial behaviour
- Reduce the threat from organised crime
- Prevention, early intervention and reduction in reoffending
- Spending your money wisely

Our Policing Plan 2013-18

This is the first year of our new five year Policing Plan, which outlines how we will translate the strategic objectives set by the Commissioner into action.

Our Policing Plan has been developed by the Chief Officer Team following a comprehensive joint strategic assessment, carried out with our local community safety and criminal justice partners to identify what we are currently doing well, the areas where we can improve and how well equipped we are to meet future challenges. Our plans are built upon strong foundations established over many years of working together with other police forces and law enforcement agencies, and in partnership with criminal justice agencies, local authorities and other organisations in the public, private and voluntary sectors.

Within this Policing Plan our priorities remain:

1. To cut crime and keep you safe
2. To spend your money wisely
3. To earn your trust and confidence

In our plan we have aligned the objectives set by the Commissioner to our three priorities, as well as including the following additional objectives set by the Chief Constable:

- Maintain a safe and secure road network
- Maintain the capacity, contribution, capability, consistency and connectivity to meet the Strategic Policing Requirement (SPR)
- Manage our resources efficiently, effectively and economically, demonstrating robust financial management and good corporate governance
- Recruit, manage, train and develop our diverse workforce so that we have the right people, with the right skills, in the right place at the right time
- Provide our officers and staff with the tools, technology and services they need to do their jobs efficiently and effectively
- Expect everyone who works for Nottinghamshire Police consistently to demonstrate our PROUD values

The Strategic Policing Requirement (SPR)

When making their plans, both the Commissioner and the Chief Constable are under a statutory duty to take account of the Strategic Policing Requirement (SPR) issued by the Home Office. The SPR sets out the Home Secretary's view of the major threats that require a cross-boundary policing response and for which chief constables and police and crime commissioners are expected to plan and prepare together or, in support of, national arrangements. The SPR will also underpin the relationship between police forces in England and Wales and the new National Crime Agency.

The current SPR, published in July 2012, identifies the following five national threats:

- Terrorism, which the National Security Risk Assessment identifies as a Tier One risk
- Other civil emergencies that are defined as a Tier One risk in the National Security Risk Assessment and require an aggregated response across police force boundaries
- Organised crime, which the National Security Risk Assessment identifies as a Tier Two risk
- Threats to public order or public safety that cannot be managed by a single police force acting alone
- A large-scale cyber incident

Nottinghamshire Police is well equipped to meet the SPR, due to the strength of specialist units set up under East Midlands Police Collaboration and long established resilience planning arrangements with local partner agencies and neighbouring forces. The East Midlands Special Operations Unit (EMSOU) includes the following sections:

- EMSOU Special Branch
- EMSOU Serious Organised Crime
- EMSOU Major Crime
- EMSOU Regional Asset Recovery Team
- EMSOU Regional Review Unit
- EMSOU Forensic Services

The Nottinghamshire Local Resilience Forum maintains the Community Risk Register, which enables the force to fulfil its obligations under the Civil Contingencies Act 2004 and be well prepared to respond in the event of a major incident or emergency. In addition, cooperation and mutual aid agreements are in place for public order policing between the five East Midlands forces, where Leicestershire Police is the regional portfolio lead.

Her Majesty's Inspectorate of Constabulary (HMIC)

HMIC inspects and reports on the efficiency and effectiveness of police forces and specified national police agencies. Its overall objective is to provide, in the public interest, independent, professional assessments of police efficiency and effectiveness for the public, their elected representatives and the police. In addition, the criminal justice inspectorates – of Constabulary, Crown Prosecution Service (CPS), Prisons, and Probation – also carry out regular evaluations, as part of the Criminal Justice Joint Inspections (CJJI) programme.

Nottinghamshire Police welcomes the insight and organisational learning opportunities these inspections provide, and will continue to build an effective response to their recommendations into our plans.

Delivering our Policing Plan

The force will provide regular reports to the Commissioner on performance against the targets and measures within the Police and Crime Plan. These measures are highlighted in **bold** in this Policing Plan. In addition, the Force uses a number of other measures as part of our Corporate Performance Review (CPR) process in order to understand how well we are performing.

If we are to achieve our objectives we need continually to review and revise the things that we do. We have in place a Force Action Plan to manage our response to improvement opportunities identified through independent inspections, internal audits, and other reports and research relevant to policing. In addition, our major projects are managed within a framework of five strategic programmes:

- **Public** – continually improving our service by putting the needs of our diverse communities at the heart of what we do
- **Performance** – continually improving our performance on the issues that matter most to our communities
- **Partners** – working with other organisations and communities to provide the very best service to our communities
- **People** – maximising the potential of our workforce for the benefit of the public through positive leadership in every role
- **Productivity** – continually improving the efficiency and effectiveness of our people and processes

Priority 1: To cut crime and keep you safe

Why this is a priority for Nottinghamshire Police

- Responding to emergency calls, investigating crime and keeping people safe from harm are central to the mission and values of the police service
- Despite significant recent reductions Nottinghamshire still has above average levels of crime, being ranked 30th (out of 41) in terms of offences per 1,000 population, 6.4% (4,466 offences) above the national average¹
- Dealing with antisocial behaviour and community safety issues remain the most common public concerns identified through local neighbourhood priority surveys

Our objectives (from the Police & Crime Plan)	<p>Focus on those local areas that are most affected by crime and antisocial behaviour</p> <p>Reduce the impact of drugs and alcohol on levels of crime and antisocial behaviour</p> <p>Reduce the threat from organised crime</p> <p>Prevention, early intervention and reduction in reoffending</p>
Our objectives (from the Chief Constable)	<p>Maintain a safe and secure road network</p> <p>Maintain the capacity, contribution, capability, consistency and connectivity to meet the Strategic Policing Requirement (SPR)</p>
We will measure our success by...	<p>Consistently being ranked amongst the top ten police forces in England and Wales for reducing crime and antisocial behaviour</p>
Where we are now	<p>As of January 2013 Nottinghamshire Police was ranked 13th out of 43 forces for crime reduction (-12.5%) and 3rd for antisocial behaviour reduction (-32.9%)²</p>

¹ Performance data to December 2012, not including Surrey (data not available) and City of London (not comparable)

² Based on year to date performance

Focus on those local areas that are most affected by crime and antisocial behaviour

Why this is important

- Local crime and disorder profiles are changing. Offending is now spread more evenly across a wider number of offence types and a focus on specific crimes is no longer likely to achieve the desired reductions in crime
- A relatively small number of council wards account for a disproportionate amount of crime and disorder, with many of these areas experiencing substantial alcohol and drug-related problems, organised crime and gang activity, repeat offending, domestic violence and antisocial behaviour (ASB), with high levels of deprivation and complex social issues, suggesting that a long term strategic commitment is necessary in order to achieve lasting results
- Substantial budget cuts leading to a reduction in operational capacity for the police and community safety partners will necessitate a more targeted approach to the deployment of resources in the future

We intend to achieve this objective by...	We will measure our success by...
Developing and implementing innovative crime and antisocial behaviour prevention strategies, targeting those high priority wards identified by the Nottingham Crime and Drugs Partnership (CDP) and Safer Nottinghamshire Board (SNB)	Reducing the overall volume of crime and ASB in Nottinghamshire Reducing the volume of crime and ASB in high priority wards
Developing and promoting opportunities for members of local communities, social landlords and businesses to work together to prevent crime and ASB	Reducing the volume of rural crime and ASB Reducing the volume of crime committed against businesses
Continuing to consult and engage regularly with the people and communities of Nottinghamshire, maintaining dedicated local policing teams that are focused on developing strong and continuous relationships and working in partnership within every local area so that our plans reflect their concerns and experiences and we focus on tackling the issues that matter most	Increasing the proportion of people in Nottinghamshire who consistently agree that the police and local authority are dealing with local issues ³ Internal audit and independent inspection of the effectiveness of partnership working at beat, neighbourhood, local authority and force levels

³ Consulted through the Crime Survey for England and Wales

Reduce the impact of drugs and alcohol on levels of crime and antisocial behaviour

Why this is important

- Alcohol misuse has been linked to more than one million crimes in the UK each year, particularly violent crime and disorder linked to the night time economy, and it is estimated that one in every 100 people in the UK will be a victim of alcohol-related violence every year
- A recent government report into serious organised crime estimated the cost of illegal drug markets to the UK to be approximately £17.6 billion per year
- There are known links between drug and alcohol misuse and reoffending, and victims of domestic violence are often found to suffer from substance misuse

We intend to achieve this objective by...	We will measure our success by...
Coordinating a robust and effective corporate approach to enforcement activity to prevent and tackle crime and disorder caused by drug and alcohol misuse, making appropriate use of Early Morning Restriction Orders (EMROs), Cumulative Impact Policies (CIPs), the Late Night Levy and other legislative powers	Monitoring the volume of violence (including domestic violence), other types of crime and ASB related to misuse of drugs and alcohol
Developing and implementing multi-faceted partnership problem solving plans for each of the key Night Time Economies (NTEs) within Nottinghamshire: Nottingham city centre; Mansfield town centre; Worksop town centre and Newark town centre	Reducing the volume of drug and alcohol related crime and public order offences committed between 8pm and 6am in licensed premises, open spaces, retail premises or leisure premises
Reducing the demand for and supply of illegal drugs using a partnership approach, tackling Class A drug trafficking; disrupting open markets; closing crack houses and disrupting cannabis cultivation	Monitoring the number of drug supply offences and increasing the proportion where an offender is brought to justice
Working in partnership to improve the effectiveness of drug, alcohol, learning difficulties and mental health assessment and treatment in custody, prisons and the community	Increasing the number of successful treatment completions by opiate & cocaine users (OCUs) and non-OCUs
Working closely with partners on Health & Wellbeing Boards to encourage positive changes in drinking habits and raise awareness regarding the risks associated with misuse of drugs and alcohol	Reducing the number of drug and alcohol-related hospital admissions
Using targeted media communications to highlight significant operational successes in tackling drug and alcohol related crime and ASB, including innovative media technology and social media network sites	Reducing the proportion of people surveyed who perceive drug and alcohol related crime and ASB to be a problem in their area

Reduce the threat from organised crime

Why this is important

- Broad estimates value the economic and social costs of organised crime to the UK at between £20 billion and £40 billion per year
- Both locally and nationally, organised crime has been linked to numerous areas of criminality including drug supply, street gangs, immigration crime, serious acquisitive crime, gun and knife crime, sexual exploitation, cyber crime, fraud and financial crime
- there are significant opportunities for the police to seize assets from those involved in organised crime under the Proceeds of Crime Act, generating income which can be reinvested in crime prevention initiatives

We intend to achieve this objective by...	We will measure our success by...
Targeting organised criminal activity through the use of Organised Crime Group (OCG) mapping and management, working closely with the East Midlands Special Operations Unit Serious Organised Crime team (EMSOU SOC) and the National Crime Agency (NCA)	Reducing the threat level from organised crime and gangs in Nottinghamshire, based on the national threat assessment matrix
Developing an effective local partnership approach to dealing with those individuals and groups identified as being involved in organised crime and gangs	
Proactively investigating organised criminal groups and gangs involved in the sexual exploitation of women and children	
Proactively investigating money laundering offences and pursuing criminals through the courts to confiscate and seize assets, working at a force and regional level to derive maximum benefit from the use of the Proceeds of Crime Act (POCA)	<p>Increasing the number of confiscation and forfeiture orders processed under the POCA</p> <p>Increasing the value of assets recovered from those found guilty of involvement in organised crime, using the POCA</p>

Prevention, early intervention and reduction in reoffending

Why this is important

- A relatively small number of highly prolific offenders and what the government terms “troubled families” are responsible for a disproportionate amount of crime and disorder
- Local Integrated Offender Management (IOM) approaches have proven to be successful in tackling serious acquisitive crime reoffenders
- Community resolutions have been shown to reduce the likelihood of reoffending, increase victim satisfaction and increase the efficiency of the criminal justice process

We intend to achieve this objective by...	We will measure our success by...
Developing early intervention plans aimed at diverting young people away from involvement in crime and disorder and improving community cohesion, and working with local Youth Offending Teams (YOTs) and Community Safety Partnerships (CSPs) to support and challenge young offenders	Reducing the number of first-time entrants into the youth justice system Monitoring the proportion of all crime that is committed by young people Independent inspection of the effectiveness of local youth justice arrangements
Supporting local partnership work to intervene early and provide support to identified “troubled families”, as part of the national programme	Monitoring the delivery of local authority “troubled families” projects
Working in partnership with the other members of the Local Criminal Justice Board (LCJB) to develop and deliver a strategic approach to the use of Community Resolutions	Reducing the rate of reoffending where Community Resolutions have been used
Utilising Integrated Offender Management (IOM) in partnership with the other members of the LCJB to deliver critical interventions including accommodation, employment, drug and alcohol services and mental health services to those offenders who commit the greatest number of acquisitive crimes and domestic violence offences, using a broad range of enforcement tactics for those who do not comply	Reducing the level of proven reoffending by acquisitive crime, high risk of harm and young adult (18-21yrs) offenders who are supervised under Integrated Offender Management (IOM), compared with the national average
Continuing to provide drug testing, assessment and wrap around support for drug misusing offenders, based on the offender’s needs rather than the offence committed	Independent inspection of the effectiveness of the multi agency approach to offender management
Working with the Nottinghamshire Probation Trust and Prison Service through the Multi Agency Public Protection Arrangements (MAPPA) to manage the supervision in the community of the most dangerous violent and sexual offenders	Monitoring the number of MAPPA managed offenders returned to custody for breach of licence or sent to custody for breach of a Sexual Offences Prevention Order (SOPO)

Maintain a safe and secure road network

Why this is important

- Road collisions remain the largest single cause of premature death and serious injury in the country, with younger drivers particularly at risk
- The Nottinghamshire Strategic Road Safety Partnership has set a target of a 50% reduction between 2010-20 in people killed or seriously injured (KSIs) on the roads
- The majority of road collisions are attributed to one of the “Fatal 4” – seatbelts; speeding; drink and drug driving; and mobile phones
- The Association of Chief Police Officers (ACPO) roads policing strategy⁴ has six key elements: disrupting criminality; combating antisocial road use; countering terrorism; patrolling the roads; protecting the vulnerable; and working together in a wider Road Safety Partnership

We intend to achieve this objective by...	We will measure our success by...
Working with the Nottinghamshire Strategic Road Safety Partnership and other local agencies to reduce the likelihood and severity of collisions on our roads	<p>Reducing the number of people killed or seriously injured on roads in Nottinghamshire</p> <p>Monitoring the number of 0-15 year olds killed or seriously injured on roads in Nottinghamshire</p> <p>Reducing the number of minor injury and damage only Road Traffic Collisions (RTCs) on roads in Nottinghamshire</p>
Focusing on the identification and targeting of high risk drivers and the detection of “Fatal 4” road safety offences (seatbelts; speeding; drink and drug driving; and mobile phones)	<p>Monitoring the volume of “Fatal 4” road safety offences</p> <p>Monitoring the volume of other key road safety offences (dangerous driving, careless driving, driving with defective eyesight and contravention of double white lines)</p>
Exploiting opportunities for the rehabilitation of road traffic offenders through driver education and use of Community Resolutions	<p>Monitoring the number and proportion of road traffic offenders who successfully complete rehabilitation courses</p> <p>Monitoring the number and proportion of road traffic offences where Community Resolution is used</p>
Utilising Automatic Number Plate Recognition (ANPR) technology and working with partner agencies and other police forces to reduce road crime and to deny criminals the use of the road	<p>Monitoring the number of positive identifications arising from use of ANPR</p> <p>Monitoring the number of uninsured and unlicensed vehicles taken off the road under Operation Rustproof</p>

⁴ Policing the Roads - 5 Year Strategy 2011-2015 (2011) ACPO

Maintain the capacity, contribution, capability, consistency and connectivity to meet the Strategic Policing Requirement (SPR)

Why this is important

- The Chief Constable is under a statutory duty to take account of the Strategic Policing Requirement (SPR) issued by the Home Office when making the Force's plans
- The SPR sets out the Home Secretary's view of the major threats that require a cross-boundary policing response
- The SPR will underpin the relationship between police forces in England and Wales and the new National Crime Agency (NCA)

We intend to achieve this objective by...	We will measure our success by...
Engaging with local partner organisations at a neighbourhood level to tackle radicalisation in support of the national Prevent Strategy and counter terrorism strategy ⁵ , and working with the EMSOU Special Branch team to reduce risk across the region	Internal Strategic Threat and Risk Assessment (STRA) and independent inspection of the effectiveness of our ability to meet the SPR
Working as part of the Nottinghamshire Local Resilience Forum (LRF) and with other police forces in the East Midlands and nationally to prepare for civil emergencies that require an aggregated response between agencies and across police force	
Working with the EMSOU Serious Organised Crime team and with the National Crime Agency (NCA) to support the national organised crime strategy ⁶ , disrupting the activities and dismantling the operations	
Maintaining mutual aid agreements with the other East Midlands police forces, so that that there are specialist resources available to respond effectively to those threats to public order or public safety that cannot be managed by a single police force acting alone	
Working with the EMSOU regional hub of the Police Central e-Crime Unit (PCeU), to maintain the necessary resources and expertise so that we are able to respond to a large-scale cyber incident	

⁵ CONTEST: The United Kingdom's Strategy for Countering Terrorism (2011) *HM Government*

⁶ Local to Global: Reducing the Risk from Organised Crime (2011) *HM Government*

Priority 2: To spend your money wisely

Why this is a priority for Nottinghamshire Police

- The coalition Government carried out a Comprehensive Spending Review (CSR) which resulted in grant funding for the police being reduced by 20% over four years (2011-15)
- The Treasury remains committed to its austerity plan, with current forecasts suggesting that further public sector budget cuts may be imposed in 2015-16 and 2016-17
- **Spending your money wisely** has been set by the Commissioner as a priority for the force within the Police and Crime Plan

<p>Our objectives (from the Police & Crime Plan)</p>	<p>Spend your money wisely</p>
<p>Our objectives (from the Chief Constable)</p>	<p>Manage our resources efficiently, effectively and economically, demonstrating robust financial management and good corporate governance</p> <p>Recruit, manage, train and develop our diverse workforce so that we have the right people, with the right skills, in the right place at the right time</p> <p>Provide our officers and staff with the tools, technology and services they need to do their jobs efficiently and effectively</p>
<p>We will measure our success by ...</p>	<p>Consistently managing our resources within the constraints of our budget, without adverse impact on the sustainability of our performance or levels of satisfaction with the quality of our services</p>
<p>Where we are now</p>	<p>Nottinghamshire Police has delivered savings of £20.3m since 2011 and has plans in place to deliver a further £18.1m by 2015, whilst continuing to reduce crime & ASB and increase victim satisfaction</p> <p>As part of its ongoing Valuing the Police programme HMIC has assessed the Force's savings plans and concluded that it had "greater confidence that the force is developing plans that will enable it to meet its savings targets by March 2015, and improve the services that the public receive"⁷</p>

⁷ Policing in Austerity: One year on (June 2012) *HMIC*

Spend Your Money Wisely

Why this is important

- Our workforce should be representative of the diverse communities we serve, with no barriers to anyone with the skills and determination who wants a career with Nottinghamshire Police
- Our workforce need the appropriate skills to ensure effective management and leadership skills are used at all levels

We intend to achieve this objective by...	We will measure our success by...
<p>Implementing sustainable workforce planning, redesigning our workforce and addressing any disproportionality through 'Positive Action' campaigns</p>	<p>Reducing the gap between current Black & Minority Ethnic (BME) representation within the force and BME representation in the local community</p> <p>Monitoring delivery of the workforce plan for officers and staff</p> <p>Monitoring the diversity of our workforce compared with the diversity of the communities we serve</p>
<p>Providing a safe and healthy working environment, along with the necessary equipment, systems, information and training to enable employees to carry out their duties competently and safely, to avoid hazards where possible and positively contribute to their own and others' health and safety at work, supported by the East Midlands Collaborative HR Services Occupational Health team (EMCHRS-OH)</p>	<p>Reducing the level of sickness absence for officers and staff</p> <p>Reducing the number and severity of health and safety incidents</p>
<p>Developing leadership and management skills throughout the organisation and at all levels, building a culture of excellence and innovation through a programme of coaching and mentoring</p>	<p>Monitoring the level of confidence in the force's leadership and management, through staff perception surveys</p>

Manage our resources efficiently, effectively and economically, demonstrating robust financial management and good corporate governance

Why this is important

- Good governance allows an organisation to pursue its vision effectively as well as underpinning that vision with mechanisms for control and management of risk
- Continued reductions in government funding make it imperative that our financial plans are sustainable and our budget is tightly controlled

We intend to achieve this objective by...	We will measure our success by...
Developing and implementing robust strategic and financial plans to enable the delivery of our objectives, taking advantage of further opportunities for collaboration with other police forces and working in partnership to reduce costs and improve services	Monitoring actual spend compared with annual budget Monitoring delivery of annual efficiency savings Monitoring delivery of the East Midlands Police Collaboration Programme (EMPCP) Internal and external audit of our financial controls
Managing our organisation in accordance with the CIPFA / SOLACE framework 'Delivering Good Governance in Local Government'	Annual Governance Statements (AGS), internal audit and independent inspection of the effectiveness of our corporate governance arrangements
Maintaining business continuity plans so that we are able to continue to provide our critical services and functions in the event of a significant disruption, as required by the Civil Contingencies Act 2004	Testing and exercise, internal audit and independent inspection of the effectiveness of our business continuity management arrangements
Managing our property estate and facilities so that they are effective in supporting the services we provide, focusing on the development of integrated shared service centres to enhance local services and improve efficiency, such as the Multi Agency Safeguarding Hub (MASH) and partnership working arrangements like Aurora (with Nottingham City Council)	Monitoring the size of our property estate and reducing annual running costs Monitoring feedback from the public and partners on the efficiency, accessibility and effectiveness of our services
Reducing our energy usage and greenhouse gas emissions, and the impact our organisation has on the environment	Reducing energy costs and greenhouse gas emissions Environmental impact assessments, internal audit and independent inspection of the effectiveness of our environmental management arrangements
Identifying funding opportunities and securing funds to enhance and extend the services provided by the force and its partners, in line with the requirements of the Police Act 1996	Increasing the value of funds secured through external funding opportunities

Recruit, manage, train and develop a diverse workforce so that we have the right people, with the right skills, in the right place at the right time

Why this is important

- Our people are our greatest asset, and we need to invest in them if we are to achieve our vision to be an outstanding police force
- Provide a wide range of ways people can engage and work with us within their communities

We intend to achieve this objective by...	We will measure our success by...
<p>Maintaining a workforce that is well managed, productive and efficient, guided by clear policies and procedures that are effectively trained, communicated and widely understood and supported by the East Midlands Collaborative HR Services Transactional Services team (EMCHRS-TS)</p>	<p>Monitoring the proportion of our officers and staff who are in front line roles</p> <p>Monitoring the level of morale amongst our officers and staff, and feedback received, through staff perception surveys</p> <p>Monitoring the number of and response to officer and staff disciplinarys and grievances</p>
<p>Investing in the training and development of our officers and staff, working with the East Midlands Collaborative HR Services Learning & Development team (EMCHRS-L&D) to provide the opportunities that will enable our people to reach their full potential</p>	<p>Monitoring the proportion of our officers and staff who believe they have received appropriate training and opportunities for personal development, through staff perception surveys</p> <p>Monitoring retention and progression rates for officers and staff with protected characteristics</p>
<p>Providing a wide range of opportunities to work with us either as part of the Special Constabulary, as police cadets, as police staff volunteers, as apprentices and as community representatives</p>	<p>Monitoring delivery of the workforce plan for Specials, parish constables, police cadets, apprentices and volunteers</p>

Provide our officers and staff with the tools, technology and services they need to do their jobs efficiently and effectively

Why this is important

- Without the necessary equipment and access to the most appropriate technology our officers and staff will not be as effective as we need them to be
- Public consultation has consistently shown that visibility of the police is a priority for many people, and continuing developments in mobile data technology provide valuable opportunities for officers to spend more time on the beat
- Increasing numbers of people are engaging with the police through social media, and a growing number of public services are being delivered effectively online

We intend to achieve this objective by...	We will measure our success by...
Procuring goods and commissioning services that represent the best possible value for money and meet the needs of our internal customers, through efficient and compliant processes delivered by our East Midlands Strategic Commercial Unit (EMSCU)	Monitoring the proportion of internal customers who are satisfied with procured goods and commissioned services, through customer surveys
Managing our vehicle fleet to maximise usage whilst reducing mileage and costs	Monitoring vehicle fleet size Reducing vehicle fleet running costs and mileage
Providing our officers and staff with simple, fast and reliable technologies that make them more effective and accessible, and make their jobs easier	Monitoring the proportion of officers and staff who believe they have access to the technology they need to do their jobs effectively, through staff perception surveys
Utilising our website, and a range of traditional and social media channels, to keep people informed about what we are doing and make it easier to communicate with us	Monitoring the number of visits to our website and our Facebook, Twitter and YouTube pages Monitoring public and stakeholder feedback about our communication activity
Developing web-based and mobile data solutions that complement our personal and telephone based services, to improve the accessibility and visibility of our neighbourhood policing teams and support services	Increasing the number of people who use our neighbourhood alert facility and online priority surveys Monitoring officer and staff usage of mobile data technology
Implementing globally recognised Information Technology Infrastructure Library (ITIL) practices for information and communications technology (ICT) service management, to improve efficiency and effectiveness, sustain quality and reduce risk	Internal audit and independent inspection of the effectiveness of our ICT service management
Converging the provision of joined up, innovative, reliable and easy to use information and communication systems across the East Midlands, which maximise the benefits of collaborative working	Monitoring the proportion of internal customers who are satisfied with the provision of ICT services, through customer surveys

Priority 3: To earn your trust and confidence

Why this is a priority for Nottinghamshire Police

- Although victim satisfaction with our services, and public confidence that we are dealing with local issues have improved significantly in recent years, we recognise that there is still room for improvement
- Crime and fear of crime affect different people and communities disproportionately, requiring an understanding and appreciation of differing needs and expectations

Our objectives (from the Police & Crime Plan)	Protect, support and respond to victims, witnesses and vulnerable people Improve the efficiency, accessibility and effectiveness of the criminal justice process
Our objective (from the Chief Constable)	Expect everyone who works for Nottinghamshire Police consistently to demonstrate our PROUD values
We will measure our success by ...	Consistently being ranked amongst the top five police forces in England and Wales for victim satisfaction ⁸
Where we are now	As of December 2012 Nottinghamshire Police was ranked 10th out of 43 forces for victim satisfaction (87.5% completely, very or fairly satisfied)

⁸ Victim of crime surveys collate responses from victims of burglary, vehicle crime and violent crime

Protect, support and respond to victims, witnesses and vulnerable people

Why this is important

- According to a report by the Victim Services Advocate (VSA) project for Nottinghamshire⁹, it is apparent that what victims want is for their concerns to be taken seriously, to be supported, better communication when they report, and clear actions to be taken
- Several high profile cases in England and Wales in recent years have highlighted the potential impact when failures within safeguarding arrangements are exposed
- There are significant issues at a national level with under reporting of certain types of crime and disorder, particularly antisocial behaviour, domestic violence and hate crime

We intend to achieve this objective by...	We will measure our success by...
Maintaining a 'One Team' approach to emergency calls, with a focus on understanding and responding to the individual needs of victims and witnesses and a commitment to attendance at all crimes and crime-related incidents where we are required	<p>Increasing the 'level of satisfaction with service' among victims of crime, compared with other police forces in England and Wales</p> <p>Monitoring the 'level of satisfaction with service' of victims of ASB</p> <p>Monitoring the proportion of crimes and crime-related incidents that we attend where required</p>
Working with Victim Support and the other Local Criminal Justice Board (LCJB) agencies to continually improve the quality of experience provided by the criminal justice system	Monitoring the response to research and surveys carried out by Victim Support
Working as part of Multi Agency Safeguarding Hubs (MASH) and in partnership with a wide range of local and national organisations, prioritising the early identification, protection, support and response to those children and adults who are most vulnerable to crime, abuse, exploitation and repeat victimisation	<p>Reducing the number of people who have been repeat victims of domestic violence, hate crime and ASB in the previous 12 months</p> <p>Monitoring the volume of and increasing the level of recorded crime resolution outcomes for domestic violence offences</p> <p>Independent inspection, by Ofsted and HMIC, of the effectiveness of local safeguarding arrangements in providing support and protection for vulnerable adults and children</p>
Working with local Community Safety Partnerships (CSPs) to increase hate crime victims' confidence in reporting to the police, develop early interventions through a better understanding of the issues that contribute to hate crime, and improve the level of support and quality of service offered to victims	Monitoring the volume of and increasing the level of recorded crime resolution outcomes for hate crime offences
Improving our understanding of and addressing the issues that contribute to under reporting of crime and antisocial behaviour	Monitoring the difference between the volume of crime reported in the Crime Survey for England and Wales (CSEW) and police recorded crime in Nottinghamshire

⁹ Listening and learning: Improving support for victims in Nottinghamshire (2012) *Victim Support*

Improve the efficiency, accessibility and effectiveness of the criminal justice process

Why this is important

- There continues to be significant shortcomings in the way the criminal justice system responds to victims and witnesses, including the treatment of young people
- HMIC has described the challenge for police forces as being not just to balance the books, but to transform the way they deliver policing and make it more efficient, so that the public can continue to receive improving services

We intend to achieve this objective by...	We will measure our success by...
Continually reviewing the ways we respond to and investigate reports of crime and disorder, so that we maximise opportunities for those who are guilty of criminal activity to be brought to justice	<p>Increasing the proportion of recorded crime resolution outcomes, compared with the national average</p> <p>Monitoring Crown Court and Magistrates Court conviction rates (offences where an offender is brought to justice) compared with the national average</p> <p>Monitoring Home Office disposals</p>
Utilising the latest forensic science techniques and technologies efficiently and effectively to support the investigation of crime, working locally and with the East Midlands Special Operations Unit Forensic Services team (EMSOU-FS)	<p>Monitoring the proportion of crimes where attendance by a Crime Scene Investigator (CSI) is required that are attended within 24 hours</p> <p>Monitoring the proportion of offences brought to justice where forensic identifications were a significant factor</p>
Working with criminal justice system partners locally and nationally to identify, develop and implement new and more effective ways of working	Monitoring implementation of the national Criminal Justice System Efficiency Programme
Maintaining high standards of file submission quality and timeliness, and effective systems and efficient processes for the professional management of evidence and exhibits	<p>Increasing the proportion of Crown Court files that are submitted to the CPS on time and without deficiencies</p> <p>Increasing the proportion of effective trials in Crown and Magistrates Courts</p>
Working in partnership with commissioners and providers of health services, immigration services, youth offending services, Crown Prosecution Service (CPS), courts and other law enforcement agencies to ensure that we meet the diverse needs of detainees and manage risks in custody appropriately	Independent review of the quality and standard of our custody facilities, taking into account use of force, adverse incidents and complaints
Utilising the power to stop and search in a necessary and proportionate manner, sharing data with local communities in order to demonstrate that we are using stop and search appropriately	<p>Monitoring the use of stop and search powers by recording location, ethnicity and powers used</p> <p>Monitoring public feedback on the force's use of stop and search powers</p>
Publishing, where possible, the outcomes of criminal cases through traditional and social media, the force website, specifically developed posters, at community meetings and in community newsletters	Monitoring public feedback on the effectiveness of the local criminal justice system

Expect everyone who works for Nottinghamshire Police consistently to demonstrate our PROUD values

Why this is important

- Having shared values will help to unite our officers and staff in delivering our vision
- Our PROUD values were introduced following consultation with employees through the staff survey
- The integrity of the police service continues to be the subject of intense political and media scrutiny at a national level

We intend to achieve this objective by...	We will measure our success by...
<p>Embedding PROUD within our culture, as well as the Performance and Development Review (PDR) process for our officers and staff, so that every employee is committed to personally living our values to deliver improvements in the quality of service delivery</p>	<p>Monitoring feedback from members of the public and other stakeholders about the conduct of our officers and staff</p> <p>Monitoring the number and proportion of complaint allegations of misconduct that are upheld, compared with the national average</p>
<p>Ensuring that any allegations about the conduct of our officers and staff are dealt with openly, fairly, and in a timely way, making every effort to resolve issues to the satisfaction of the complainant and learning from any mistakes we have made</p>	<p>Reducing the average time taken to record and resolve allegations about the conduct of employees arising from public complaints, compared with the national average</p> <p>Monitoring the number of appeals to the IPCC that are upheld, compared with the national average</p>
<p>Maintaining proportionate control over the conduct of our officers and staff and the external relationships they are involved in, through clear policies and procedures that are effectively trained, communicated and widely understood</p>	<p>Independent inspections of the force's integrity, and the effectiveness of controls in place to manage associated risks</p>
<p>Ensuring a consistently proportionate, transparent and lawful approach is taken towards communications in the context of allegations of misconduct and criminality relating to Force employees</p>	<p>Monitoring feedback from members of the public and other stakeholders about the integrity of the force</p>
<p>Maintaining the confidentiality, integrity and availability of our information in line with the national Information Assurance Maturity Model (IAMM)</p>	<p>Audits and investigations by the Information Commissioner's Office (ICO)</p> <p>Internal and independent assessment against the IAMM</p> <p>Audits of compliance with our information assurance policies and procedures</p>