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POLICE AUTHORITY

# Police and Crime Commissioner for Nottinghamshire

**A Strategic Overview of Nottinghamshire Police**



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# Foreword by the Chairman of Nottinghamshire Police Authority



**Councillor Jon Collins**

This document has been developed to provide useful information to those interested in the role of the Police and Crime Commissioner (PCC) for Nottinghamshire.

It is fair to say that from the rural north of the county to the vibrant city in the south,

Nottinghamshire represents a constantly evolving policing challenge, something made more difficult by the extremely testing financial position. However, the Authority has continued to ask the Force to deliver ongoing improvements while finding the necessary savings to meet the savage budget cuts.

We are therefore pleased to see that Nottinghamshire Police has come a long way in a relatively short space of time. After achieving an impressive reduction of 8.1% (6,842 offences) in overall crime during 2011-12, crime continues to fall in the county and detections are increasing in the current year. As a result, people are safer.

The way in which the funding position has been tackled, while working to maintain performance improvements, highlights that we have not been afraid to take tough decisions to give the incoming PCC the best possible platform for the future. That is why this year we agreed to raise the amount of council tax paid towards policing. In our view, we felt the quality of local policing was at risk if we had not agreed this increase.

The decision means that a recruitment campaign to maintain the resilience of our neighbourhood policing teams is now underway and new initiatives to tackle the crimes representing the biggest challenge to crime reduction figures have been introduced.

Of necessity, this work is running alongside a fundamental organisational change designed to reduce the funding gap of £42m. However, a strong Chief Officer Team provides leadership and support to the officers and staff of Nottinghamshire Police giving widespread confidence that further improvements in performance lie ahead.

The increasingly effective, and streamlined, multi-agency work with local partners and an ambitious programme of collaboration is an important part of this progress.

The forthcoming elections for the first PCC (outside London) represent the most radical change to policing governance in generations. Preparations for this are well underway to ensure that the new structure is fit for purpose from the start. As part of this work, the Police Authority is fully committed to maintaining its high level of scrutiny and challenge to foster further improvements in performance.

We are aware that the importance of listening to, and learning from, local people will never diminish. They deserve our attention and they must be heard. We have every confidence that the new four-way relationship between the police, the PCC, the Police and Crime Panel (PCP) and the communities of Nottinghamshire will be both dynamic and successful and will do everything we can to support the process.

# Foreword by the Acting Chief Constable of Nottinghamshire Police

**Chris Eyre, QPM**



The role played by Nottinghamshire Police Authority, in hand with the Force, in dramatically reducing crime and making the city and county an increasingly safe place to live, work and visit has been significant and its members and officers have my sincere thanks and the gratitude of our

diverse communities. Over the years the Authority has rightly challenged the Force and held us publicly to account to increasingly improve our performance and enhance the quality of service we provide. Because of this challenge and the excellent work of the Force, crime in 2012 is at its lowest level for more than 30 years in Nottinghamshire.

It is upon the firm foundation stones of this legacy that the new PCC will want to build and with whom I very much look forward to working.

Since its inception by Sir Robert Peel in the 19<sup>th</sup> century, the role of the police service has been to protect the public. And despite the many changes to policing in the last two centuries, that principle remains as true and relevant today as it did then.

Nottinghamshire Police is here to serve and to protect the people of our city and county. As members of the community, and on behalf of the community, we have invested in us the responsibility to serve the community, to prevent and to detect crime, and to ensure that our communities live and work in peace.

This is not a job we can perform successfully without the active participation of the public and we are extremely fortunate to have the overwhelming support of the people of Nottinghamshire, as our latest public satisfaction rates indicate. But if we are to continue to reduce crime we need the continuing support of the public and of our partners, all of whom have a vested interest in the health, well-being, contentment, safety and success of our communities.

The newly-elected PCC will have a critical role to play in helping build on the Authority's legacy, to further enhance community safety and well-being, to drive down crime in partnership with all those agencies in the criminal justice system and with others involved in community safety. Against the bleak backdrop of economic recession and with less money available for policing, the challenge facing us, and the PCC, is considerable.

But with strong partnerships at play, with creative and imaginative approaches to service delivery, through collaboration with our partners and neighbouring forces, and by remaining steadfastly focused on what matters to the people of the city and county, I believe we can overcome the many challenges that lie ahead and achieve our ambition to become the best performing police force by 2015.



# Introduction

The introduction of a directly elected PCC in Nottinghamshire is intended to improve the accountability of the local police to the local community. The PCC will have significantly more powers than the Authority he or she replaces, able to invoke the voice of the local population, hold the Chief Constable to account, to set budgets and devise policing plans and to commission work from a range of partner bodies. In many ways, it is intended that the PCC will galvanise the work not just of the police in Nottinghamshire but that of the many different bodies and organisations to increase community safety and the well-being of the entire community.

It is therefore important that anyone who is interested in the changes in police governance that the PCC will bring about, and anyone interested in standing for election to become the PCC locally, understands the policing landscape in Nottinghamshire and the role that the PCC will be required to perform.

Policing is a complex business made even more challenging at a time of austerity. This strategic overview document has been designed to help identify those challenges, set out current police performance, explain the Force's plans and ambitions, give an insight into how the Force is structured, and outline the considerable financial threats that face policing in Nottinghamshire.

In several areas of the document there are additional references indicating where further, more detailed and up-to-date information can be found. To avoid duplication, electronic links have been included to a variety of plans and other pertinent publications. Should hard copies or alternative formats of this or other referenced documents be required, please contact the Nottinghamshire Police Transition Team on 0115 967 0999, extension 801 2005.

Nottinghamshire Police Authority has developed a website with a wealth of further and more specific information about the role of the PCC. This can be found at [www.notts-pcc.org](http://www.notts-pcc.org). This website will be updated as events unfold and new information becomes available.



## Interested candidates

The Home Secretary has confirmed that the salary for the post of PCC for Nottinghamshire will be £75,000.

The first election for the PCC in Nottinghamshire will be held on 15 November 2012 and the term of office will be from 22 November 2012 to May 2016.

The Police Area Returning Officer for Nottinghamshire is Allen Graham, the Chief Executive of Rushcliffe Borough Council, who is responsible for all aspects of the election process and to whom all enquiries regarding the election process should be directed.





# About Nottinghamshire

Nottinghamshire is situated in the heart of England, known throughout the world to children and adults alike as home to the Major Oak in Sherwood Forest and the legendary outlaw Robin Hood.

The county covers an area of 2,085 sq km (805 sq miles), has a population of just under 766,400 people and a workforce of 360,000. The largest concentration of people is found in the Greater Nottingham conurbation, the suburbs of which lie mostly in the county. The City, one of eight core cities recognised by Government, is situated to the south of the county, has a population of 283,200 and a workforce of 125,000.

The other main towns of the county are Mansfield (with a population of 87,500), Kirkby-in-Ashfield (27,000) Sutton-in-Ashfield (45,400), Newark-on-Trent (26,700), Worksop (43,500) and Retford (21,700).

The city has a very young population with a high proportion (30%) of people aged between 18 and 29, due largely, but not entirely, to the presence of two universities. Students account for approximately 1 in 9 of the population. The majority of those living in the city are white British, although 24% describe themselves as being from Black and Minority Ethnic (BME) groups. Regarding the county, Ashfield, Broxtowe, Mansfield and Ruchcliffe have a greater proportion of younger people, whilst Bassetlaw, Gedling and Newark and Sherwood have a high proportion of older people.

A diverse local economy features world-renowned companies in the fields of healthcare, pharmaceuticals, precision engineering, textiles and clothing and professional services. Boots, Raleigh, Imperial Tobacco, Experian and Capital One have homes here, as do Government bodies, including the Inland Revenue and the Driving Standards Agency.

The county and city boast two universities – the University of Nottingham and Nottingham Trent University – offering courses to over 45,000 full and part-time students. In addition, New College in Nottingham is the **second largest college in Europe** with more than 50,000 full and part-time students.

The area also boasts a number of world-famous sporting arenas including Trent Bridge Cricket ground, the Capital FM National Ice Arena, Meadow Lane, home to the world's oldest football club Notts County, and the City Ground, home to former double European Cup winners Nottingham Forest.



# History of Nottinghamshire Police

Policing in Nottinghamshire began in 1840, although separate town-based forces in Nottingham, Newark-on-Trent and in Retford had existed since 1836.

In 1840 the total number of police officers in the county constabulary was just 42 – one Chief Constable, eight Superintendents and 33 Constables. In 1841, after five years as an independent force, Retford Borough Police became part of the county force. In 1854, with an increasing amount of detective work to be done, Nottingham Borough Police set up the county's first CID section.

By the turn of the century the county force comprised 200 officers, including nine Inspectors and 27 Sergeants. In 1914, with the outbreak of the First World War imminent, the first Nottinghamshire Special Constables were appointed. Five years later the force in Nottingham, which had now become a city, recruited its first woman Constable. The first women to serve in the county police were appointed in 1946.

The reputation for policing innovation in the area has long established roots. In 1932 the city force was the first in the country to introduce walkie-talkie radios and the following year saw the opening of the first forensic science laboratory in a provincial police force.

The present Nottinghamshire Police was, in effect, formed in 1968 upon the merger of the county and city police forces.





# Overview of Nottinghamshire Police

## Organisation

Nottinghamshire Police is currently made up of 2,068 Police Officers, 1,318 police support staff and 331 Police Community Support Officers. It is supported by 380 Special Constables and a number of volunteers who perform important roles across operational policing and support functions.

The Force budget is being reduced by Government by approximately £42m over the four year period of the Comprehensive Spending Review and the budget to deliver policing services in 2012-2013 is £191,317,928. More information on police finance can be found on page 18.

In order to achieve these savings, the Force began work two years ago to restructure and redesign how it delivers policing services to the community. We have reconfigured the Force into two geographic territorial divisions (a City Division and a County Division) and created a local policing model which focuses on the delivery of Neighbourhood Policing throughout the force area which is responsive to local concerns and needs including combating antisocial behaviour. Working in partnership with local authority Community Safety Partnerships, and with the assistance of Community Protection Officers in the City Division, our approach is aimed at enhancing community safety at a grass roots level.

The local policing service is supported by our response teams who deal with the most urgent matters and providing a patrol function night and day.

Supporting our neighbourhood and response teams are a huge range of specialist operational services, from the dog and air support sections to the crime scene investigators, from detectives to the Professional Standards Department, from the Criminal Justice Department to Demand Management and custody and prisoner handling teams. Several of these specialist services are now delivered through innovative and collaborative arrangements.

The operational delivery of policing is supported by Corporate Service departments including Human Resources, Business and Finance, Procurement,

Information Services, Legal Services and Corporate Communications. Some of these functions are already delivered through collaborative arrangements and plans are in place to extend this programme of regionalised service delivery to ensure the most efficient and cost effective style of policing.

## Values

Everyone who works for Nottinghamshire Police is united by shared values which underpin our approach to delivering services to the public. Those values are:

**Professional**

**Respect for all**

**One team**

**Utmost integrity, trust and honesty**

**Doing it differently**



## Our vision

Our vision is for Nottinghamshire Police to be the best performing police force in England and Wales. To achieve this goal we have set the following objectives:

Consistently to be ranked amongst the top ten police forces in England and Wales for reduction in levels of crime and antisocial behaviour (ASB)

To be recognised nationally, through independent review, as demonstrating optimum use of our resources

Consistently to be ranked amongst the top five police forces in England and Wales for victim satisfaction

We aim to achieve our vision by demonstrating an unwavering commitment to the following tenets, behind each of which are five strategic programmes of work:

- Enhancing the quality of service we provide to our **Public**
- Improving our **Performance**
- Working effectively with our **Partners**
- Maximising the potential of our **People**
- Increasing our efficiency and **Productivity**

## Current crime rates and satisfaction

The total number of recorded crimes in 2011-2012 in Nottinghamshire was 77,421 offences – the lowest total since 1977 when the Queen was celebrating her Silver Jubilee and Virginia Wade won the Wimbledon Ladies Singles title. And as crime levels have fallen, public satisfaction has risen in Nottinghamshire Police. The Force is now ranked at 7<sup>th</sup> out of 42 Forces in England and Wales when assessed against levels of victim satisfaction (with a percentage satisfaction rating of 87%), and has a 60% public approval rating when measured, together with local authorities, by our performance in tackling antisocial behaviour by the British Crime Survey.



# The Policing Plan for Nottinghamshire

In the light of the bleak funding situation and in order to improve performance, Nottinghamshire Police Authority and Nottinghamshire Police commenced work in 2010 to reduce costs and to protect and enhance front line service delivery.

The Policing Plan 2011-2015, produced jointly by the Authority and Force, built on the significant successes achieved in 2010-2011 and established a clear strategic framework within which the Force will operate.

The plan set three strategic priorities for Nottinghamshire Police, namely:

**To cut crime and keep you safe**

**To spend your money wisely**

**To earn your trust and confidence**

Following consultation with focus groups and engagement activity carried out by neighbourhood policing teams and partners, we have decided to retain these three strategic priorities within the plan for this, its second year.

The plan is underpinned and informed by a Strategic Information Assessment incorporating a range of activity including extensive public consultation, assessment of crime levels, examination of partner community safety arrangements and environmental scanning and is based upon available, and predicted, resources in its four year lifespan. Intelligence has also helped shape the plan, for example assessing profiles and data sources which consider key issues such as the victim, the offender and location of different crimes. The intelligence has also examined communities and confidence issues, serious acquisitive crime and disorder, and emerging issues and future threats.

In short, the Local Policing Plan 2011-2015 sets out the strategic direction of Nottinghamshire Police to deliver a responsive, local service to our communities during an unprecedented period of change and financial pressure and to enable Nottinghamshire to become the best performing force in England and Wales.

You can read both year one and year two of the plan on the Force website at [www.nottinghamshire.police.uk/library/local\\_policing\\_plan/title/1/](http://www.nottinghamshire.police.uk/library/local_policing_plan/title/1/) and also on the Nottinghamshire PCC microsite [www.notts-pcc.org](http://www.notts-pcc.org)

In the following pages, you will read about some of the challenges that Nottinghamshire Police face, more about our structure, an assessment of our current performance and how in collaborative and partnership arrangements we are working hard to achieve our strategic priorities.





# Our policing challenges

We want safe and thriving communities across Nottinghamshire, where people can go about their daily business free from crime and the fear of crime.

The public expect us to keep them safe and when they are in need they expect us to respond quickly and professionally and to give them the help they require.

Our challenge is to ensure we have the capability and service delivery model to respond to calls for assistance and to tackle all types of crime in a robust and effective way whilst operating on substantially reduced budgets.

In the last two years Nottinghamshire Police has gone through an enormous period of change to ensure we modernise and reshape our organisation to meet the competing demands placed upon us.

Effective, visible neighbourhood policing is the best way to engage with people in our communities, so that we can listen and respond to their concerns. We want to increase that level of engagement further, putting neighbourhood policing teams in the heart of communities, talking face to face with residents as well as making more use of social and digital communication channels to increase community dialogue.

The impact of the economic downturn on crime is still not fully understood, with many analysts maintaining that there is no conclusive evidence that recession leads to more crime. However, there are signs in Nottinghamshire that the level of offences such as shop theft, metal theft, and making off without payment are increasing.

Last year, according to the Home Office, there were more than one million female victims of domestic abuse in England and Wales. In the UK, more than a quarter of all women are likely to experience domestic abuse. While domestic violence accounts for 18% of all violent incidents, 7% of women and 5% of men reported that they had experienced domestic violence. Tackling this crime remains a high priority for us.

Public order policing resources will be particularly stretched this year. Having managed the Royal visit, and the Olympic Torch relay for two days in both the city and county in June, the Force will be providing officers and support staff to help police the 2012 London Olympic and Paralympic Games in July and August. In addition, there remains the potential for further industrial action by public sector workers, the continued threat of single issue demonstrations and the possibility that the violent disorder seen throughout England in August last year could be repeated. These issues are in addition to the policing of routine major events and the need to keep safe the huge numbers of visitors to the city and county and the significant student population.

There are also ongoing strategic policing requirements that must be met, for example in terms of counter terrorism and serious and organised crime.

One of the biggest challenges facing the police and other agencies within the criminal justice system is the rapid pace of technological development and the ability of criminals to make use of computer technology in the commission of crime. Such criminality is not limited to fraud and financial crime but also includes the use of social networks by sexual offenders and those organising demonstrations and public disorder. Such use of technology is seen as a major national and international threat.

We also recognise that Tom Winsor's Review of Police Pay and Conditions will have an impact throughout the Police Service. The recommendations arising from his review will lead to significant changes affecting how police officers are recruited, together with their terms and conditions of service.

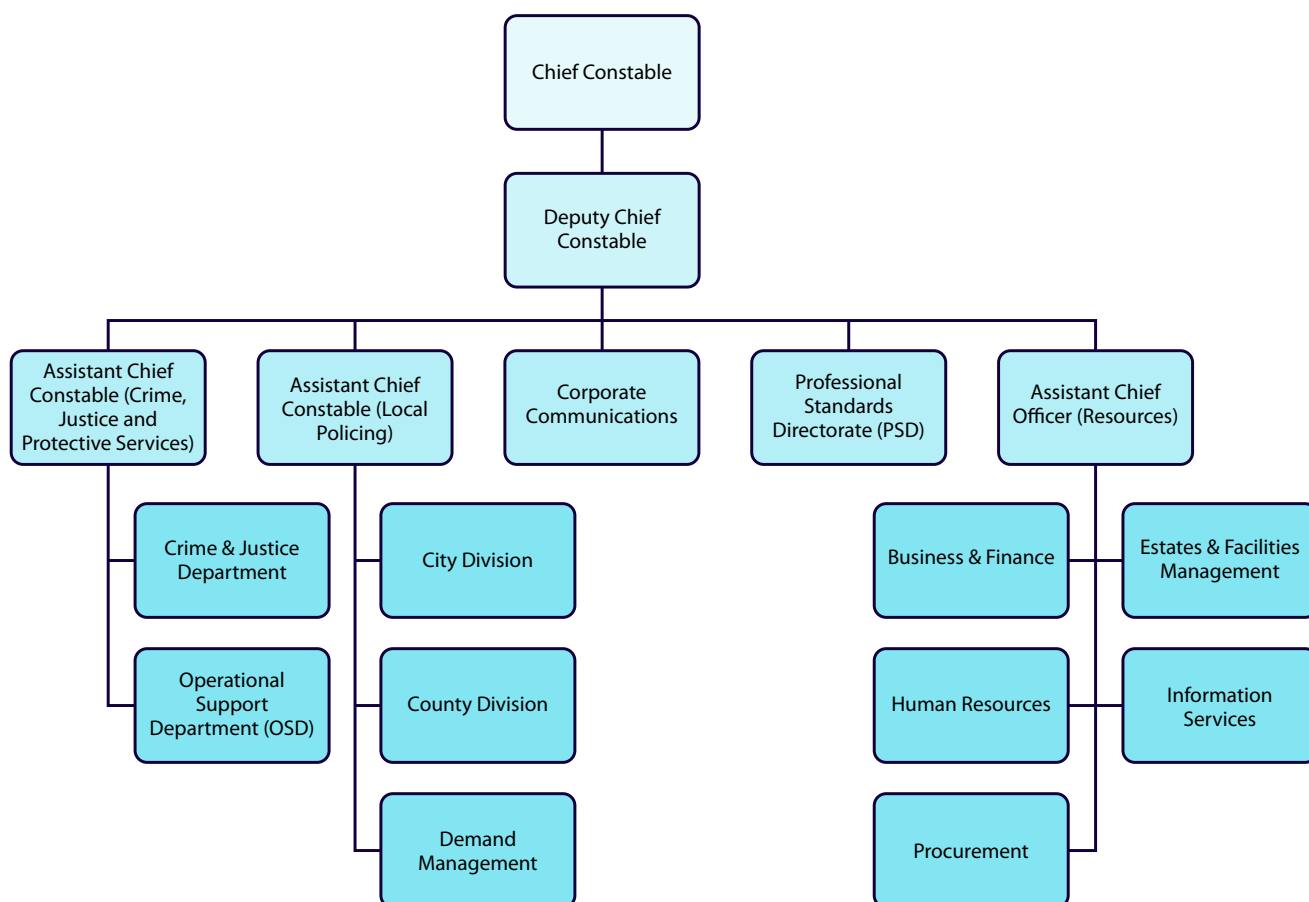
The replacement of Police Authorities with elected PCCs also presents challenges and the production of this, and many other documents, represents just a small part of the significant work already underway in Nottinghamshire by both the Force and the Authority to ensure that the transition from an Authority to a PCC is as smooth as possible and that the public, and enhanced community safety, are the beneficiaries of the change in governance.

## Our policing structure

Strategic leadership within the Force is provided by the Chief Officer Team comprising the Acting Chief Constable, the Deputy Chief Constable, two Assistant Chief Constables and an Assistant Chief Officer. Each 'assistant' member of the Chief Officer Team is specifically responsible for one of three core business areas: Crime, Justice and Protective Services, Local Policing and Resources.

The City and County Divisions (known as Basic Command Units, or BCUs) provide policing services across their respective geographic parts of the force area and are aligned with the City and County Council Local Authority areas. Each division is led by a Chief Superintendent and Senior Management Team (SMT). The separate SMTs are aligned with local authority services which support partnership working across key services and are targeted at local need.

In addition to the two BCUs there are a wide range of different specialist departments which, together, deliver all the elements that complete the delivery of policing in Nottinghamshire.



## City Division

Although the city of Nottingham, with its diverse population of around 300,000 people, is in many ways the vibrant, thriving and cultural heart of the East Midlands, it presents the police and partner agencies with several social challenges including significant pockets of economic disadvantage, poor educational attainment and higher than average levels of crime, particularly in its most disadvantaged neighbourhoods.

The boundaries of City Division follow those of the Nottingham City Unitary Authority area. The Division is the lead agency in the Local Strategic Partnership (LSP) for reducing and tackling crime and antisocial behaviour.

The Division is also a key member of the City's Crime and Drugs Partnership (CDP) and supports the aspirations of "One Nottingham" and the work towards making Nottingham an Early Intervention City. The Division's headquarters is Central Police Station in the city centre.

For operational purposes, the Division is divided geographically into three areas: North, Central and South. Each area is commanded by a Chief Inspector based at the police stations at Oxclose Lane (North), at Central (Central) and at St Ann's (South).

Over recent years the Community Protection Directorate of the Nottingham City Council has become embedded into the structure of the division. The directorate comprises around 370 council employees from a range of different departments including Trading Standards, Parking Enforcement, Environmental Health and Civil Enforcement.

Most visible on the streets of Nottingham are around 100 Community Protection Officers who work closely with the police and other partner agencies to tackle antisocial behaviour and provide reassurance to the public of Nottingham.

## County Division

County Division covers the whole of Nottinghamshire apart from the Nottingham City local authority area. With a population of 800,000 people the area covered by the division is larger than some entire provincial police forces in England and Wales.

Characterised by its diverse landscape, mining heritage and close-knit communities, the area covered by the division is predominantly rural and spans 2,086 square kilometres.

The policing division, which for operational purposes is divided geographically into three areas, embraces the local authority areas of Mansfield, Ashfield, Bassetlaw, Newark and Sherwood, Gedling, Rushcliffe and Broxtowe. Like its city colleagues, officers work closely with a number of partner bodies including the county and district councils, the Community Safety Partnerships and within community-based projects.

The Division borders four other police forces – Derbyshire, South Yorkshire, Lincolnshire, and Leicestershire – with whom we work closely to combat travelling criminals and cross-border criminality.

The division is home to international sporting venues including Nottingham Forest Football Club, Trent Bridge Cricket Ground and the national water sports centre at Holme Pierrepont, each of which attract large crowds of spectators and which place demands on policing services.

## Operational Support

The primary responsibility of the Operational Support Department (OSD) is to protect the public from serious harm, organised criminal networks, terrorist threats, road crime and major incidents, all of which we define as "Protective Services". The OSD comprises the Tactical Dog and Firearms Section, Road Crime Unit, Territorial Support Group (TSG), the Emergency Planning department, the Mounted Section and the Helicopter Unit.



## Crime and Justice

The Crime and Justice Department joins together key areas of business (for example, Custody, Prosecutions, Pre-Crime Unit, Digital Investigations Unit, and Fraud and Financial Investigations Unit) to bring offenders to justice and to ensure maximum effectiveness in the criminal justice process from beginning to end. To achieve this it seeks to reduce bureaucracy for officers, support victims and witnesses and provide facilities for detention and interviewing of suspects. The department is the main point of contact for our colleagues across the criminal justice service including the Crown Prosecution Service (CPS), Probation Service, both the Crown and Magistrates Courts and the Local Criminal Justice Board (LCJB).

## Demand Management

The budgetary pressure and our determination to further reduce crime makes it imperative that all our resources are used to optimum effect. To achieve this, the Demand Management department is focused on making sure that the right people are at the right places at the right times.

The Control Room answers and deals with all emergency (999) and non-emergency (101) calls to Nottinghamshire Police which last year totalled almost one million. Control Room managers and operators direct and control the deployment of officers, staff, vehicles and other appropriate resources to incidents across the force area with the aim of ensuring that we respond efficiently and effectively to calls for assistance.

The Demand Management department also runs the front counter services at police stations where Enquiry Officers and volunteers help members of the public face-to-face, providing advice and access to a wide range of services.

Front counter services are available at the following police stations: **City Division:** Central Police Station; Radford Road; Bulwell; Broxtowe; St Ann's; Meadows; Clifton and Oxclose Lane; **County Division:** Worksop; Newark; Mansfield; Sutton-in-Ashfield; Beeston; Carlton; West Bridgford; Retford; Ollerton; Hucknall and Eastwood.

## Corporate Communication

The way in which we communicate with our staff, our partners and with the public has a direct impact on reducing and detecting crime, keeping people safe and increasing trust and confidence.

Corporate Communication is responsible for communicating on behalf of the Force with all communities in Nottinghamshire, via the traditional media (newspapers, tv and radio), social and digital media (website, Twitter, etc) and through direct public engagement activity (posters, leaflets, events, etc). It manages the communications surrounding critical and major incidents, works in partnership with other agencies on joint initiatives and campaigns, and helps manage internal communications within the organisation.

## Human Resources

Our biggest and most valuable resource is our people: police officers, police staff, PCSOs, the Special Constabulary and our volunteers. In order for Nottinghamshire to be successful it is imperative that we take care of, and pride in, each and every one of them and through training and effective management enable them to operate to the best of their abilities.

It is important that we put managers and supervisors at the centre of people management by giving them control of simplified and streamlined people processes, providing easy access to Human Resources data, ensuring that our processes are embedded within the departmental management structures and by giving a professional and confidential service which is corporate and consistent in its approach.

## Procurement

Buying goods, services and works for a multi-million pound organisation like a police force is a specialist function. The Procurement Department is responsible for the entire process, from the moment a need for a product is identified through to the end of its useful life and its disposal.

The economic climate means that it is no longer sensible nor financially viable for all 43 forces to buy supplies and services separately and the department therefore works closely with colleagues in other regional forces and collaborates on contracts wherever possible.

## Business and Finance

The Business and Finance team provides a range of corporate development functions such as Business Planning, Information Management, Geographical Information Systems (GIS) and Business Marketing, Business Partnering, Financial Control, Organisational Development and Performance & Insight. Its role in ensuring the Force achieves the budget reductions required whilst driving up performance is critical to the success of the police in achieving its vision and strategic priorities.

## Estates and Facilities Management

The Estates team is responsible for ensuring the most effective and cost efficient use is made of our buildings throughout the force area in a way that supports front line policing.

The Facilities team is responsible for day-to-day maintenance of buildings and grounds, ensuring all aspects of buildings and offices are well maintained to create an optimal, safe and cost effective environment for staff, officers and visitors.

Work is underway to develop a new estates strategy to support the future needs of policing and a four-year capital buildings programme.

## Information Services

Information Services delivers a broad range of information and communication related services across the force ranging from the planning, design, transition and operation of all areas of information services to the continual service improvement of services based upon the industry standard ITIL framework. The strategy is to maximise collaboration opportunities with Derbyshire Constabulary and to align with regional and national ICT initiatives.

## Professional Standards

Public confidence in the police is crucial and depends on police officers and staff demonstrating the highest level of personal and professional standards of behaviour and living the Force's values.

The function of the Professional Standards Directorate (PSD) is to ensure that we are able to effectively deliver our statutory and professional obligations regarding the standards of service delivered to our communities. We are committed to ensuring that, where mistakes are made or improvements to service identified, that these are addressed in an effective and timely manner – with public confidence, organisational learning and continual improvement central to our performance strategy.



## Our performance

Crime in Nottinghamshire is now at its lowest recorded level since 1977.

The latest performance figures, provided for Police Authority scrutiny, cover the year ending 31<sup>st</sup> March 2012 and illustrate the continuing downward trend across all crime categories.

The total number of offences recorded fell from 84,263 in 2010-11 to 77,421 in 2011-12, representing an annual reduction of -8.1% (6,842 fewer offences).

During the last year, many categories of crime saw offences plummet by more than 20% including domestic burglaries, which fell by 24.1%, robbery by 21.9% and drug offences by 21.1%.

Complete performance figures for the year will be validated by the Home Office before wider publication. However, current, localised, crime trends across the force area can be seen by logging on to <http://www.police.uk/>.

As crime has continued to fall in Nottinghamshire, public satisfaction has continued to rise. More and more people across the city and county are increasingly satisfied with the service they receive from Nottinghamshire Police. The force is now ranked 7<sup>th</sup> nationally out of 42 police forces, up from 27<sup>th</sup> last year, for overall customer satisfaction. That is a testament to our determination to remain focused on those issues which most impact on the lives of local people and is an achievement upon which we are determined to build in the coming years.





# Financial Landscape

The Comprehensive Spending Review period to 2014-15 requires Nottinghamshire Police Authority to make savings of approximately £42m per annum, which represents a 20% reduction in the overall budget for policing.

To achieve this challenging reduction in expenditure the Force began work in July 2010 on a major transformational change programme, structured over four years, to reshape each area of operational and functional service.

The programme includes the following:

## Local Policing restructure

In 2011-12 the Force restructured local policing delivery from a four division model to two, with the new geographic divisional boundaries co-terminus with city and county local authority delivery structures, with the intention of maximising both partnership and multi-agency operating efficiencies. The structures within the two policing divisions have been further revised to reflect local policing needs and to develop operational efficiencies. As part of this, a model for savings of senior management and supervisory costs at divisional level has been put in place.

## Tranche 1 restructure

The first tranche of the Force restructure was completed in May 2011 following a three month consultation period with staff and staff associations. Included in this phase were the Business and Finance and Human Resources functions and delivered savings of £1.9m by March 2012.

Reviews of the Force vehicle fleet and estate were also undertaken and led to the disposal of 100 cars and an agreed reduction in the estate leading to savings of £0.32m by 31 March 2012.

## Tranche 2 restructure

Consultation about those departments and functions in the second tranche of restructure began in July 2011 with anticipated financial savings of £3.7m.

The areas being restructured in Tranche 2 comprise:

- Information Services
- Crime and Justice
- Operational Support Department
- Demand Management
- Estates Strategy
- The restructure of Communities and Partnership teams
- Performance Analysts

Other savings will be driven through regional collaboration, police officers reduction through retirement and natural wastage, procurement and other opportunities which will deliver an estimated £6.5m.

## Reductions in external funding

There is a risk that a number of external funding streams worth £0.679m may also be reduced this year. Work is underway to review how best the Force can mitigate against this risk and avoid the negative impact such reductions would have on service delivery.

## Investment

Despite facing above average grant cuts from Government as a result of the Comprehensive Spending Review in 2010, the Force and Authority have been determined to enhance policing services and increase performance in Nottinghamshire whilst delivering significant savings in the overall budget.

To this end, the Authority decided to increase the policing precept this year to help fund a recruitment campaign to maintain and enhance front line policing. In addition, the Force and Authority have agreed to a new suite of goals, namely to:

- Attend 100% of all reported crimes
- “Resolve” crimes and offences to meet the victims’ needs
- Follow up all incidents
- Bring the majority of rape and violent offenders to justice
- Provide first class care and support for every victim of domestic violence
- Suppress serious crime and bring gangs under control
- Help make our communities safe and thriving
- Engender the pride of our communities in Nottinghamshire Police

To achieve these additional goals as well as meeting the stretching crime reduction targets, investment of £1.6m has been approved to strengthen front line services. This step has been backed by both the public and local partners and is calculated to ensure that Nottinghamshire Police continues to have the resources and resilience to meet future threats and to provide the PCC with the best possible framework within which to deliver local policing in the future.



## Working in collaboration

The five Police Forces and Police Authorities across the East Midlands – Nottinghamshire, Derbyshire, Leicestershire, Lincolnshire and Northamptonshire – have been exploring opportunities for fiscal and operational efficiencies via collaboration for more than a decade.

In the last two years, and in the light of budget cuts, significant strides have been taken to accelerate our collaborative work programme. A regional major crime unit has been developed, with detectives, Family Liaison Officers and other key staff forming one regional team, with the resilience and expertise to investigate and combat some of the most serious crimes committed in the region.

Additionally, we have now entered into a collaborative arrangement regionally in how we provide legal services and learning and development, and a new regional model for how we undertake forensic investigation has been implemented. Collaborative opportunities are also being explored in relation to procurement and information services.

These initiatives are not just designed to help save valuable funds; they have transformed for the better how we deliver key functions in a number of areas, so providing the public with an improved and more effective service.

A total of 34 projects exploring the potential for regional and collaborative enterprises are currently being pursued by the East Midlands Police Collaboration Programme (EMPCP) which is led by Deputy Chief Constable for the East Midlands, Peter Goodman. A regional collaboration briefing document has been prepared and is available on the Nottinghamshire PCC microsite [www.notts-pcc.org](http://www.notts-pcc.org)





# Working in partnership

Positive working relationships between the Police and the Police Authority with organisations throughout the county of Nottinghamshire and the city of Nottingham have consolidated successful working practices and removed unnecessary duplication.

Our key partners include local authorities and Community Safety Partnerships, the Local Criminal Justice Board, Victim Support, Adult and Children Safeguarding Boards, County and City Health and Well-being Boards, other emergency services and specific groups which address particular subjects, for example the gangs and guns issue in the city.

The PCC will be expected to build on these existing partnerships and be in a position to identify ways to drive and co-ordinate action across Nottinghamshire. PCCs will need to work with other local leaders to achieve shared outcomes for the community and will need to collaborate with partners to ensure that local resources are used effectively and efficiently.

Set out below are a few of the many statutory and non-statutory partnerships with which the PCC will want to engage to ensure that all agencies involved in the criminal justice sector work together to help victims, prosecute offenders and enhance the well-being and safety of our communities. Further information on partners and information from them which may be useful for candidates can be found on the partners section of [www.notts-pcc.org](http://www.notts-pcc.org)



## The Safer Nottinghamshire Board

The Safer Nottinghamshire Board (SNB) is a countywide strategic group that is required under Crime and Disorder Regulations 2007 to ensure the delivery of shared priorities and a community safety agreement.

It supports local Community Safety Partnerships which were set up as statutory bodies under sections of the 1998 Crime and Disorder Act and aims to bring together agencies and communities to tackle crime and antisocial behaviour.

The SNB was established in 2008 and has fulfilled the requirement for a county strategy group in Nottinghamshire since that time.

## Community Safety Partnerships

The three county Community Safety Partnerships – Mansfield and Ashfield, Bassetlaw, Newark and Sherwood, and South Notts – report into the Safer Nottinghamshire Board. The City CDP reports to the One Nottingham Partnership.

More about the work of the CSPs can be found on their individual websites:

[www.newark-sherwooddc.gov.uk/communitysafety/](http://www.newark-sherwooddc.gov.uk/communitysafety/)

[www.sncsp.gov.uk](http://www.sncsp.gov.uk)

[www.mansfield.gov.uk/index.aspx?articleid=2251](http://www.mansfield.gov.uk/index.aspx?articleid=2251)

[www.saferashfield.co.uk](http://www.saferashfield.co.uk)

[www.bassetlaw.gov.uk/community\\_and\\_living/community\\_safety/community\\_safety\\_partnership.aspx](http://www.bassetlaw.gov.uk/community_and_living/community_safety/community_safety_partnership.aspx)

## Nottingham Crime and Drugs Partnership

[www.nottinghamcdp.com](http://www.nottinghamcdp.com)

Nottingham Crime and Drugs Partnership (CDP) covers the City Council area. It is a multi-agency collaborative partnership committed to reducing crime, substance misuse and antisocial behaviour. Partners include a number of statutory and non-statutory agencies such as Nottingham City Council, the Crown Prosecution Service, the Fire and Rescue Service, the Probation Service, the NHS, the Drug and Alcohol Action Team, the city's two universities, Nottingham City Homes, the Business Community and voluntary sector organisations such as Victim Support and Neighbourhood Watch.

By 2020 the CDP aims to make Nottingham:

A significantly safer city with lower crime, fear of crime and antisocial behaviour

More effective at tackling substance misuse and drug dealing in local communities

More effective at tackling the causes of crime and intervening earlier in the lives of those at risk

## One Nottingham Board

One Nottingham is the strategic partnership for the city, bringing together public, private, voluntary and community sector organisations to champion a long term vision for Nottingham and to tackle disadvantage. Its Nottingham Plan 2020 sets out a vision for what the city will look like in eight years time and highlights those areas upon which partners will focus, including investment, children, health and well-being, housing and environmental issues.

Further details about One Nottingham can be found at [www.onenottingham.org.uk](http://www.onenottingham.org.uk).

## Offender Management

Several partnerships operate to look specifically at certain issues and types of offending, including MAPPA (Multi Agency Public Protection Arrangements) and MARAC (Multi Agency Risk Assessment Conference).

One such partnership approach, the Integrated Offender Management programme, targets those who do most harm to communities through their actions in a bid to reduce the problem that causes the crime. Reoffending has a significant impact on crime rates and public safety, and this holistic approach has achieved extremely positive results over recent years in reducing re-offending rates.

The work of the programme is led jointly by the Police and Probation service and includes support from those in the health and local authority sectors and from drugs workers.

## Victim Support

The PCC will become the "victims' champion" and work is currently under way within the Ministry of Justice to develop a Victims' and Witnesses' Strategy. It is intended that this will provide for a more flexible and tailored system of support for victims of crime, with the decisions about service requirements taken locally by the PCC. The consultation paper "*Getting it right for victims and witnesses*" can be found at [www.justice.gov.uk](http://www.justice.gov.uk).

# Independent viewpoint

Like every Police Force in England and Wales, Nottinghamshire Police is subject to regular, rigorous independent assessments, audits and inspections.

Her Majesty's Inspectorate of Constabulary (HMIC) is independent of both the police and the Government. It assesses the work of Police Forces in different areas of business, including neighbourhood policing, serious and organised crime and tackling major threats such as terrorism.

If you would like to view HMIC's information relating to Nottinghamshire Police please click here [www.hmic.gov.uk/nottinghamshire/](http://www.hmic.gov.uk/nottinghamshire/).

The Audit Commission regularly reviews the way in which our resources are used to provide an independent opinion on whether or not the force is efficient and effective, following which it produces the Annual Governance Report and the Annual Governance Statement. There is also a rigorous schedule of inspection by the internal auditors – RSM Tenon.



## Independent Volunteers

A valued cohort of volunteers provides impartial advice and opinion into the working practices of the force. Members of the Independent Advisory Group give insight from different and diverse backgrounds, while Independent Custody Visitors and Independent Animal Welfare Visitors check on the conditions of those in custody, and the way in which police horses and dogs are cared for, respectively.

## Audits and Inspections

The most recent audits and inspections of Nottinghamshire Police include:

- Police Crime and Incident Data
- Joint Inspection of Custody
- Thematic Review: Treatment of Young Victims and Witnesses
- Valuing the Police Part 1 & 2
- Preparedness Olympic Preparedness
- Antisocial behaviour 2010, & 2012 follow up inspection
- IT Health check
- Proceeds of Crime Act
- Local Policing
- HR Transformation. Stage 2 Recruitment
- Key Financial Controls 2011 and follow up 2012
- Performance Management



# The Police and Crime Plan 2013-2014

The Police Reform and Social Responsibility Act requires the PCC to publish a five year Police and Crime Plan for Nottinghamshire as soon as practical after taking office. Consultation with the Police and Crime Panel (PCP) needs to take place by 21 December and a draft of this plan, together with the draft budget for 2013-14, will be considered by the PCP in January 2013. Clearly the timescale is extremely challenging given that the PCC will not take office until the end of November.

The Police and Crime Plan is legally required to define the PCC's priorities for funding and which organisations will be awarded a grant. It must also set out the Chief Constable's accountability framework.

Inevitably, the plan will reflect the mandate given to the PCC by the electorate. It is likely that the PCC will want the plan to explain how they will deliver their manifesto commitments and to deliver the outcomes on which they were elected. The plan will set out the policing that Nottinghamshire will receive from 2013-2018 and encompass the wider community safety and criminal justice responsibilities of the PCC.

## Integrated Joint Strategic Assessment

As well as considering safeguarding issues and promoting the welfare of children, the plan will need to take account of, and be influenced by, an Integrated Joint Strategic Assessment 2012-14 which is currently being developed with key partners across the community safety landscape including Community Safety Partnerships and the Local Criminal Justice Board. Key priorities for discussion with these partners and the community will emerge during the summer and a costed draft plan will be ready for presentation to the PCC once they take office.

## Shadow Strategic Policing Requirement

In developing the Police and Crime Plan for Nottinghamshire, the newly-elected PCC will also need to take account of the 'Shadow Strategic Policing Requirement' (Shadow SPR) which was published in November 2011 by the Home Secretary.

This document sets out the national threats that the minister feels the police must address and the appropriate national policing capabilities required to counter those threats. It is a statement of the collective capabilities that police forces across England and Wales will be expected to have in place in order to protect the public from cross-boundary threats such as terrorism, civil emergencies, public disorder and organised crime.

Nottinghamshire's PCC will have to take account of the SPR in terms of planning and resource allocation when setting the local Police and Crime Plan and will have to hold chief officers to account for their compliance with it when exercising their functions.

The Shadow SPR does not currently have statutory effect, but policing partners have been strongly encouraged to have regard to it when exercising their responsibilities and to use this as an opportunity to test and learn from it before the statutory SPR is issued this summer.

Key drivers which support delivery against the SPR will be the national counter terrorism strategy "CONTEST", the organised crime strategy and National Resilience Planning Assumptions in line with the Civil Contingencies Act 2004.

You can download the Shadow Strategic Policing Requirement here:

[www.homeoffice.gov.uk/publications/police/pcc/shadow-spr?view=Binary](http://www.homeoffice.gov.uk/publications/police/pcc/shadow-spr?view=Binary)

## From now until November 2012

Nottinghamshire Police Authority has pledged to maintain its scrutiny of the force and will continue to challenge for further improvement until the day it hands over to the PCC.

A full list of the Authority's committee meetings, including the final meeting of the full Police Authority on 14 November, is available on its website. Candidates are welcome to observe the proceedings at any time.

This document is intended to give a strategic overview of policing in Nottinghamshire. To provide those who are interested in becoming the PCC with greater insight and more in-depth information, the Force and the Authority, in conjunction with partners when appropriate, will be hosting formal briefing sessions for interested parties, giving the opportunity to see, and question, the wider picture. The dates of these sessions will be publicised well in advance on the Authority's PCC microsite.

It is imperative that any communication between the Authority and/or Force with declared candidates is undertaken with complete impartiality. To this end, a protocol has been prepared providing full guidance to candidates (including Police Authority members) and officers and staff.

A period of Purdah will need to be observed in the run up to the election. Information regarding Purdah is available on the Authority's website, but further clarification will be sought from the Police Area Returning Officer in conjunction with the Electoral Commission if required.

Both the Authority and the Force are determined to position Nottinghamshire as the best performing force in England and Wales and we are confident that the work done over the last two years has laid the foundations for this ambition.

In November we will see the first PCC elected by Nottinghamshire people, for Nottinghamshire people.

The incoming PCC is assured of the full support of those who work for and with Nottinghamshire Police and we look forward to welcoming the successful candidate. We pledge to work with them in delivering first class policing for the people of Nottinghamshire.



# Key Contacts

The Senior Responsible Officers for the transition from Nottinghamshire Police Authority to the Office of Police and Crime Commissioner, Nottinghamshire, are:

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Further information is available from:

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## Police Area Returning Officer

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