

STRATEGIC RESOURCES & PERFORMANCE MEETING

**Tuesday 2 November 2021 at 11.15 am
Chappell Room
Gedling Borough Council Civic Centre
Arnold NG5 6LU**

Membership

Caroline Henry – Police and Crime Commissioner
Kevin Dennis – Chief Executive, OPCC
Charlie Radford – Chief Finance Officer, OPCC
Craig Guildford – Chief Constable, Notts Police
Rachel Barber – Deputy Chief Constable, Notts Police
Mark Kimberley – Head of Finance, Notts Police

A G E N D A

- 1 Notes of the previous meeting held on 14th September 2021
- 2 Apologies for Absence
- 3 Nottinghamshire Police Public Protection and Safeguarding Report
- 4 Tackling Modern Slavery (including Human Trafficking)
- 5 Cyber-enabled Crime and Keeping People Safe Online
- 6 Missing from Home Report
- 7 County Lines – Safeguarding Children from Exploitation and Victimisation
- 8 Violence Reduction Unit – Key Successes and Challenges
- 9 Chief Constable's Update Report November 2021
- 10 Force Management Statement

- 11 Performance and Insight Report – not available at time of publication
- 12 Regional Collaboration (verbal update)
- 13 Work Programme – Discussion Item

NOTES

- For **further information** on this agenda, please contact the Office of the Police and Crime Commissioner on 0115 8445998 or email nopcc@nottinghamshire.pnn.police.uk
- A **declaration of interest** could involve a private or financial matter which could be seen as having an influence on the decision being taken, such as having a family member who would be directly affected by the decision being taken, or being involved with the organisation the decision relates to. Contact the Democratic Services Officer: noel.mcmenamin@nottscc.gov.uk for clarification or advice prior to the meeting.

NOTTINGHAMSHIRE POLICE AND CRIME COMMISSIONER

Arnot Hill House, Arnot Hill Park, Arnold, Nottingham NG5 6LU

**MINUTES OF THE MEETING OF THE NOTTINGHAMSHIRE POLICE AND CRIME
COMMISSIONER STRATEGIC RESOURCES AND PERFORMANCE MEETING
HELD ON TUESDAY 14TH SEPTEMBER 2021 AT GEDLING BOROUGH
COUNCIL CIVIC CENTRE**

COMMENCING AT 10.30 AM

MEMBERSHIP

(A – denotes absence)

- Caroline Henry - Police and Crime Commissioner
Kevin Dennis - Chief Executive, OPCC
A Charlie Radford - Chief Finance Officer, OPCC
Craig Guildford - Chief Constable, Nottinghamshire Police
Rachel Barber - Deputy Chief Constable, Nottinghamshire Police
A Mark Kimberley - Head of Finance, Nottinghamshire Police

OTHERS PRESENT

Noel McMenamin – Democratic Services, Nottinghamshire County Council

1. NOTES OF MEETING HELD ON 21 JULY 2021

The notes of the meeting held on 21st July 2021, having been circulated to all Members, were taken as read and agreed as a true record.

2. APOLOGIES FOR ABSENCE

Apologies were received from:

Charlie Radford and Mark Kimberley.

3. ESTATES STRATEGY AND ESTATES RATIONALISATION UPDATE

The meeting considered the published report, updating the Police and Crime Commissioner on progress with implementing the Estates Strategy and rationalisation programme.

During discussion, a number of issues were raised and points made:

- A long list of disposals had already been achieved, which in turn had helped fund investment both in new capital infrastructure and in improving the residual estate. The new Headquarters development was running to time and on budget;

- It was confirmed that the current lease arrangements for Byron House were favourable, and while its future would be considered in due course, it was a lesser priority at present;
- The meeting was advised that the staff surveys indicated that the workforce was supportive of changes to the estate, with the approach taken on car parking being well-received;
- Rationalisation of the estate was taking place in the context of several 'agile working' pilot schemes, which were proceeding well
- A review of the Strategy was scheduled for the spring of 2022, and was expected to be delivered in-house.

RESOLVED 2021/029

To note the update.

4. ENVIRONMENTAL MANAGEMENT

The meeting considered the published report, providing an update on Force's environmental management, recycling rates and current environmental initiatives.

During discussion, a number of issues were raised and points made:

- Overall mileage rates had reduced, with virtual meetings reducing the need for travel. Even with the easing of restrictions and a move to more 'normal' conditions, pressure on car park facilities had not returned to pre-Covid levels;
- It was confirmed that a significant proportion of the current estate benefitted from renewable energy;
- Given the current lack of charging infrastructure in Nottinghamshire, there hadn't yet been a full replacement programme roll-out for the existing vehicle fleet. It was expected that the Force was at least 2 major purchase cycles away from establishing a fully-electric fleet.

RESOLVED 2021/030

To note the update.

5. WORKFORCE PLANNING

The meeting considered the report, updating the Police and Crime Commissioner in respect of the Police Officer and Police Staff establishment as at 31 July 2021.

During discussion several issues were raised and points made:

- The Force continued to improve in respect of the representation of females and BME. Half of the Force's Superintendents were now female, and strong representation was evident at the recent Sergeants' Board outcomes. The Force's diverse recruitment profile had not gone unnoticed at national level;
- It was explained that there were 4 PCSO intakes per year, and there was a clear divide between those who saw the role as a stepping-stone to a career as a Police Officer, and those who considered serving communities in the role as an end in itself;
- PCSOs needed an input of at least 6 months' training and mentoring before they were considered ready to patrol alone;
- It was acknowledged that sickness levels had increased recently, but rates were lower than they had been pre-pandemic. Unfortunately, delays in diagnosing serious health conditions and illness during the pandemic had led to a recent spike in such diagnoses, with the resultant impact on sickness rates;
- It was pointed out that the overall age profile of the workforce had decreased in recent years, meaning a change in the overall illness profile of the workforce over time. The Force had become much better supporting its workforce, particularly in identifying and supporting those suffering from mental health conditions.

RESOLVED 2021/031

To note the report.

6. HEALTH AND WELLBEING ACTIVITY UPDATE

The meeting considered the report, which provided an update on progress in respect of work being undertaken to improve the health and wellbeing of Nottinghamshire Police.

Several comments were made during discussion:

- The Force's People Strategy and Wellbeing Strategy had been launched, and the targeted early intervention work delivered under the strategic and tactical plan had been well-received by the workforce;
- Health and wellbeing ambassadors and champions were being embedded and empowered within the workforce to promote wellbeing, support improved resilience, identify those with health and wellbeing issues and support and destigmatise treatment and recovery;
- Innovative approaches included the delivery of a sleep workshop, while the outcome of an external bid for Mental Health Train the Trainer funding was awaited;

- The point was made that OPCC staff should have access to the support available under the People Strategy and Wellbeing Strategy.

RESOLVED 2021/032

To note the report.

7. EQUALITY, DIVERSITY AND INCLUSION UPDATE

The meeting considered the report, which provided an update on the Force's delivery of its responsibilities under the Equality Act 2010.

During discussion, it was noted that the Street Triage Team had received over 1200 referrals since January 2021, and the view was expressed that with ambulance services being stretched during the pandemic, the service was being used in some instances as a 'first response' resource. Clarification was needed in respect of grading policy to determine how mental health-related incidents should be categorised.

RESOLVED 2021/033

To note the report.

8. NOTTINGHAMSHIRE POLICE HEALTH AND SAFETY UPDATE

The meeting considered the report, which provided an update on key health and safety issues for the Force over the 12-month period to end March 2021.

The following points were raised during discussion:

- While the number of assaults had increased substantially, this was in part due to revised recording methodology, and was reflected in national trends;
- Work was ongoing to encourage the recording of 'near miss' incidents, which it was acknowledged had previously a history of under-reporting;
- It was too early to tell how the workforce had been affected by 'Long Covid', but this was being monitored on an ongoing basis.

RESOLVED 2021/033

To note the report.

9. USE OF FORCE

This item was withdrawn.

10. THE USE OF STOP AND SEARCH IN NOTTINGHAMSHIRE

The meeting considered the published report, which provided details of Stop and Search activity by Nottinghamshire Police during 2020-2021.

The following points were made during discussion:

- Overall Stop and Search activity had decreased by over 6% over the previous reporting period, and disproportionality rates had also decreased across a range of Black and Minority Ethnic categories;
- Stop and Search activity centred around targeted Police operations to tackle knife crime and drugs offences, and the rate of successful outcomes arising indicated that Stop and Search was effective in disrupting criminal activity;
- Over 91% of Stop and Search incidents were recorded on body-worn camera, and no Section 60 search authorities were issued in Nottinghamshire in the previous 12 month period;
- The point was made that correlating Accident and Emergency, Custody and Stop and Search data to identify overlaps could help inform the Stop and Search narrative going forward.

RESOLVED 2021/034

To note the update.

11. THE POLICE AND CRIME COMMISSIONER'S UPDATE REPORT

The meeting considered the report, which provided an update on progress in developing the Police and Crime Commissioner's Police and Crime Plan 2021-2024.

It was noted that the timetabling of Force Executive Board, Strategic Resources and Police and Crime Panel meetings were current out of sequence and would need recalibrating for 2022. It was also requested that Capital and revenue reports come to future meetings as stand-alone items and not as appendices to this report.

RESOLVED 2021/35

To note the update.

12. REGIONAL COLLABORATION – VERBAL UPDATE

There had not been much formal regional activity since the previous update at end July 2021, but there had been a positive recent meeting with local magistrates in the interim.

The view was expressed that Nottinghamshire Police continued to provide significant resource to regional specialist capacity.

RESOLVED 2021/036

To note the verbal update.

13. WORK PROGRAMME

It was noted that the Work Programme would remain in place for the November 2021 meeting, but would need to be amended after that to reflect revised priorities under the emerging Police and Crime Plan 2021-2024.

RESOLVED 2021/036

That the contents of the work programme be noted.

The next meeting was scheduled for 2 November 2021.

The meeting closed at 11.45am

CHAIR

For Information	
Public	
Report to:	Strategic Resources & Performance Meeting
Date of Meeting:	2nd November 2021
Report of:	The Chief Constable
Report Author:	Superintendent Peter Quinn
E-mail:	Peter.quinn@notts.police.uk
Other Contacts:	
Agenda Item:	3

Nottinghamshire Police Public Protection and Safeguarding Report

1. Purpose of the Report

1.1 The purpose of this report is to provide an update to the Police and Crime Commissioner in relation to:

- Domestic Abuse
- Rape and serious sexual offences
- Child abuse
- Vulnerability and safeguarding
- Force activity and progress following the IICSA enquiry
- Scrutiny

2. Recommendations

2.1 It is recommended that the contents of the attached report are noted.

3. Reasons for Recommendations

3.1 To inform the Police and Crime Commissioner of Force activity and progress in relation to this area of business.

4. Summary of Key Points

4.1 The attached appendix provides the detail regarding force performance in relation to public protection and safeguarding.

5. Financial Implications and Budget Provision

5.1 The budget for the department is managed by the Detective Superintendent and monitored frequently. There are no matters to report to the Strategic Resources and Performance meeting.

6. Human Resources Implications

6.1 The attached appendix highlights how the Public Protection department is responding to changes in demand through constant assessment of the structure of the unit. Further detail is included in Appendix A.

7. Equality Implications

- 7.1 The Public Protection Department endeavours to increase the representation of officers and staff of those who identify with minority protected characteristics in order to be more reflective of the communities we serve.

8. Risk Management

- 8.1 Any risks associated with this area of business are assessed and scored appropriately. They are managed by the T/Detective Superintendent head of department.

9. Policy Implications and links to the Police and Crime Plan Priorities

- 9.1 The four main strategic priorities of the Nottinghamshire Police and Crime Plan 2018 to 2021 are central to public protection and safeguarding, specifically (i) protecting people from harm, (ii) helping and supporting victims, (iii) tackling crime and antisocial behaviour, and (iv) transforming services and delivering quality policing.

10. Changes in Legislation or other Legal Considerations

- 10.1 There are no relevant changes in legislation or other legal considerations with regards to this report.

11. Details of outcome of consultation

- 11.1 There is no requirement for consultation as a result of this paper, which is for update only.

12. Appendices

- 12.1 Appendix A – Public Protection and Safeguarding 2020/21 Update.



Strategic Resources and Performance Board

Public Protection and Safeguarding – 2020/21 update

October 2021

Version 1

Author Detective Superintendent Peter Quinn
Head of Public Protection

1. Introduction

The overall approach to public protection continues to develop well in Nottinghamshire. Whilst at the time of writing the outcome of the forces PEEL Inspection is not known there has been 4 HMICFRS published reports of great significance in terms of the future policing of vulnerability which are referenced where relevant below.

The conviction of serving Metropolitan Police Officer Wayne Couzens for the brutal murder of Sarah Everard has rightly attracted enhanced scrutiny to the Police approach to tackling violence against women and girls. The long-term impact on public confidence is at present difficult to assess but has to be a serious concern.

Despite emerging from lockdown COVID-19 is still having effect on recorded crime and access to service provision some of which is still being remotely delivered.

2. Domestic Abuse

2.1 Domestic abuse calls to service and recorded crime are reduced. This is expected to remain the position (assuming no further lockdown period emerges) until the annual anniversary of the most recent lockdown easing is reached

Recorded	Dates between 01/10/2020 & 31/09/2021	% Proportion of Total	Dates between 01/10/2019 & 30/09/2020	% Proportion of Total	YTD Volume Change	YTD % Change
Domestic Abuse Crime & non crime	19,472		20,397		-925	-4.53%
Domestic Abuse Crime	14,254	73.20%	14,946	73.28%	-692	-4.63%
Domestic non crime	5,218	26.8%	5451	26.7%	-233	-4.3%

2.2 In terms of domestic abuse, violence where injury has occurred has reduced by 13.4% which follows a 15.3% reduction the year before. Whilst encouraging this

must be taken in the context of an overall reduction of recorded domestic abuse crime created by lockdown. Positive outcomes for Domestic Abuse are 15.1% (around 12%) which is above the national average and places Nottinghamshire in front of our regional neighbors and most similar forces. Nationally HMG has urged forces to consider their possible disproportionate use of Outcome 15 and 16 in Domestic Abuse and Rape/Serious Sexual Offences Cases. Nottinghamshire Police currently sit below the national average in our use of Outcome 16 however work is underway to further improve this. Interestingly, victim satisfaction rates in Outcome 16 cases are high which might suggest an imbalance between what is considered a positive outcome and what the public want from the service. i.e. many victims wishing for the removal perpetrators but not the ensuing CJ process or perpetrator prosecution.

Domestic Abuse Crimes	Dates between 01/10/2020 & 30/09/2021	Dates between 01/10/2019 & 30/09/2020	YTD Volume Change	YTD % Change
Domestic VAP	10,756	11,387	-631	-5.54%
- <i>Domestic Violence without Injury</i>	4,045	4,130	-85	-2.1%
- <i>Domestic Violence with injury</i>	3,280	3,789	-509	-13.4%

2.3 In September 2021 the number of repeat victims stood at 32.99% which is a reduction of 1.7% from 2020's figure of 35.6%. Whilst COVID's influence upon reporting might have influenced this the introduction of repeat victim MARAC's has been a positive contributor in reducing repeated victimisation.

2.4 We continue to work with partners to ensure that all high-risk cases are reviewed at a Multi-Agency Risk Assessment Conference (MARAC) with up to 175 cases per month heard across Nottinghamshire. Partnership working is strong within the MARAC process, with more referrals being received from our partners, than those generated by the Police, which is again positive. Police generated MARAC referrals are likely to rise in line with an anticipated increase in reporting as we recover from lockdown. MARACs have continued throughout the pandemic using video conferencing. The high number of cases heard in Nottinghamshire was referenced as an area of good practice in the 2021 HMICFRS report "Policing Domestic Abuse During the Pandemic".

2.5 Operation Encompass continues to grow in both City and County MASH, where details of children who live in domestic abuse households are shared with education and social care, to provide further safeguarding opportunities. In the last 12 months Nottinghamshire Police have shared information with partners in support

of 5576 cases which is a significant increase on 3500 the previous year. This has been particularly important given the amount of time children have spent at home and out of reach of some services.

2.6 Victim satisfaction has fallen slightly with 88% of victims satisfied with their whole experience. Pleasingly ease of contact (98.2%) and treatment (94.6%) were areas of real strength however kept informed (73.7%) remains an area of focus and has dragged the overall percentage figure downward.

2.7 Following investment the forces delivery of DVDS is an area of significant strength. Throughout 2020 Public Protection considered 625 cases. In 2021 the newly introduced systematic scanning of DAPPN's for persons meeting the criteria for disclosure has increased that number to 1095.

2.8 We continue to work in close partnership with Women's Aid in supporting victims of domestic abuse, with the OPCC commissioned Independent Domestic Violence Advocates (IDVAs). The IDVAs are now co-located within police stations on both the County and the City. This provision has been strengthened through the provision of an "IDVA Car" on both City and County which sees an IDVA available to attend scene on Friday and Saturday nights and provide immediate support to victims. Evaluation of the car's effectiveness is planned for December 2021. Looking to the future, the force has funded an internal IDVA services for its police officers and staff which will launch in December 2021. Only the second force in the country to offer this provision, any Nottinghamshire police employee vulnerable to Domestic Abuse can access this confidential service and receive support.

2.9 Continuing a theme of prevention, the force has introduced a perpetrator programs, working alongside the OPCC and the VRU (Violence Reduction Unit). Because it is voluntary the program has been challenging in terms of meeting its aspirant cohort number however a broadening of the schemes criteria to include multi-agency and self-referrals has earned a funding extension until Sept 2022.

2.10 The force is proud of their commitment to working in partnership to tackle stalking. Following the recruitment of a Stalking Safeguarding Officer and Stalking Clinics in 2018, the force has obtained 17 Stalking Protection Orders since the introduction of the new legislation in January 2020. This places the force as a high outlier in its use of this protective measure a matter recognised by the Minister for Safeguarding Rachael Maclean MP in her letter to the Chief Constable in early October 2021.

2.11 The force continues to develop its use of Domestic Violence Protection Orders (DVPO). The comes at a time when HMG via HMICFRS are calling for forces to implement better use of protective measures (HMICFRS - Police Use of Protective Measures July 2021). The force has doubled its total's over the last year which now

average at around 20 per month and places Nottinghamshire in a middle regional position. The quality of those applications is however very high with Nottinghamshire achieving a consistent zero refusal rate throughout 2021.

3. Rape and Serious Sexual Assault

3.1 Recording of rape offences have been increased in 2020/21 by 6.37% representing 64 additional offences on the year before. Given that a proportion of this period was under lockdown conditions this number is assessed to be COVID influenced, and an upward trajectory is anticipated as life returns to “normal” with the re-invigoration of the night time economy and re-opening of universities significant local influencers on recorded crime in this area.

	Dates between 01/10/2020 & 30/09/2021	Dates between 01/10/2019 & 30/09/2020	YTD Volume Change	YTD % Change
Sexual offences				
<i>All Sexual Offences</i>	3,025	2,928	97	3.31%
<i>Other Sexual Offences</i>	1,956	1,923	33	1.72%
<i>Rape</i>	1,096	1,005	64	6.37%

3.2 The HMICFRS and HMICCPs Joint Thematic Inspection of rape report called for Police and CPS to work more closely together in addressing victim attrition in rape and serious sexual offences (RASSO) cases. Crest audit work had already been commissioned on this theme in 2020 resulting in a local RASSO action plan and greater supervisory scrutiny. Since implementation the force has reduced the number of RASSO cases exceeding 12 months from 211 to 107. Whilst 12mths might if only considered superficially be perceived as a long time it must be borne in mind that this number includes *all* recorded rape including offences against children and historic reports which by nature are complex and often require significantly more third party material acquisition and examination before a case can be made for charge. In terms of charge rate and acceptance of first triage rate the force sits first and marginally second regionally which is a significant improvement.

3.3 The report recommends that ***“Immediately, police forces should ensure information on the protected characteristics of rape victims is accurately and consistently recorded.”*** Locally work is underway to create a webform within NICHE to capture this data for adults and is scheduled for implementation before the end of the year (ahead of the March 2022 recommendation).

3.4 The report recommends that ***“Police forces and support services should work together at a local level to better understand each other’s roles. A co-ordinated approach will help make sure that all available and bespoke wrap-around support is offered to the victim throughout every stage of the case. The input of victims and their experiences should play a central role in shaping the support offered.”***

Locally victims access support via the commissioned Independent Sexual Violence Advocate (ISVA) Service subject to Police referral. To enhance this service, by bringing ISVA’s in earlier in investigations in the hope of reducing attrition an agreement has been reached for ISVA’s to co-locate with Public Protection Teams.

3.5 The report recommends that ***“Police forces should collect data to record the different stages when, and reasons why, a victim may withdraw support for a case. The Home Office should review the available outcome codes so that the data gathered can help target necessary remedial action and improve victim care.”***

In the Summer of 2020 Nottinghamshire Police undertook an extensive audit of Rape and Domestic Abuse cases with the specific objective of identifying and remedying the reasons for victim attrition. This work is referred to in this report as the CREST audit.

433 rape cases were audited. The sample was selected based on finalisation code and focused only on; 15: Police – named suspect, victim supports but evidential difficulties, 16: Victim declines / withdraws support – named suspect identified, 18: Investigation complete, no suspect identified.

In 274 cases the victim was supportive of police action at the time of the report. In 97 of those cases the victim later withdrew that support.

The median number of days for this to occur was 58. To addressing this the force has developed a RASSO specific victim needs assessment and embedded this into NICHE to support officers in offering the full range of victim services and special measures bespoke to a victim needs. This is complemented by the development of a victims booklet with the same information to support victims in have needs based discussions with investigators.

Victim attrition in rape has been adopted as an ongoing audit theme by the Improving Investigations Group which will ensure that the impact of the co-location can be measured for effectiveness. Public Protection have developed a 4P’s RASSO plan to monitor and track progress against these and other self-defined actions.

3.5 A summary of recommendations 4 and 5 from the report call for Police to work more closely with the Crown Prosecution Service. The force has entered into a regional agreement which defines the criteria upon which the Police can request early investigative advice from prosecutors in RASSO cases. This provision is now live

and a training product is in development to support supervisors to use the provision effectively and in a victims best interests.

3.6 Linked to victim attrition is the requirement to examine a victim's mobile device. This is an intrusive line of enquiry and if not handled sensitively can often be misunderstood as Police investigating the victim. The HMICFRS Violence Against Women & Girls (VAWG) report calls upon police to reduce the amount of time a RASSO victims' handset is in Police possession. At present RASSO cases are turned around in DFU within 48hrs (average). Aspirationally the force seeks to come into line with HMICFRS recommendations to reduce this further to 24hrs. To support this the force has successful in the NPPC Transforming Forensics programme which will secure 2 x Digital forensic vans and 4 x Mobile device kiosks.

The 2 unmarked mobile digital forensic units are equipped with all the kit to enable forensic recovery and 'at scene' triage examination which together with the additional kiosks will assist in achieving expedited review of victim devices.

3.7 Collectively the impact of these initiatives on outcomes for victims is positive. Between 01/04/2021 and 17/10/2021 the force has achieved 63 Positive Outcomes for Rape (10% recorded crime) and 222 Positive Outcomes for Sexual Offences (11.6% recorded crime). This figure more than doubles the rape outcomes achieved in the same period in 2020 (30 = 5.8%) and 2019 (22=3.3%). The trajectory is similarly positive for sexual offences with 142 (10.2%) and 163 (8.7%) being achieved in 2020 and 2019 respectively.

4. Legislation

4.1 On 29th April 2021 the Domestic Abuse Bill received Royal Assent and became law. The Domestic Abuse Act 2021 will provide further protections to the millions of people who experience domestic abuse and strengthen measures to bring perpetrators to justice, as well as transform the support we give to victims ensuring they have the protection they deserve.

4.2 Only a small proportion of the act became law at this point with the remainder commenced by secondary legislation made relevant by the secretary of state. Those area's enacted: -

- Removal of "rough sex defence". Enacted upon Royal Assent this clarifies in law that it is no longer a defence to claim that a person consented to serious harm in pursuit of sexual gratification.
- Extension of the offence which covers the disclosure of private sexual images (often referred to as "revenge porn") to cover making threats to disclose.

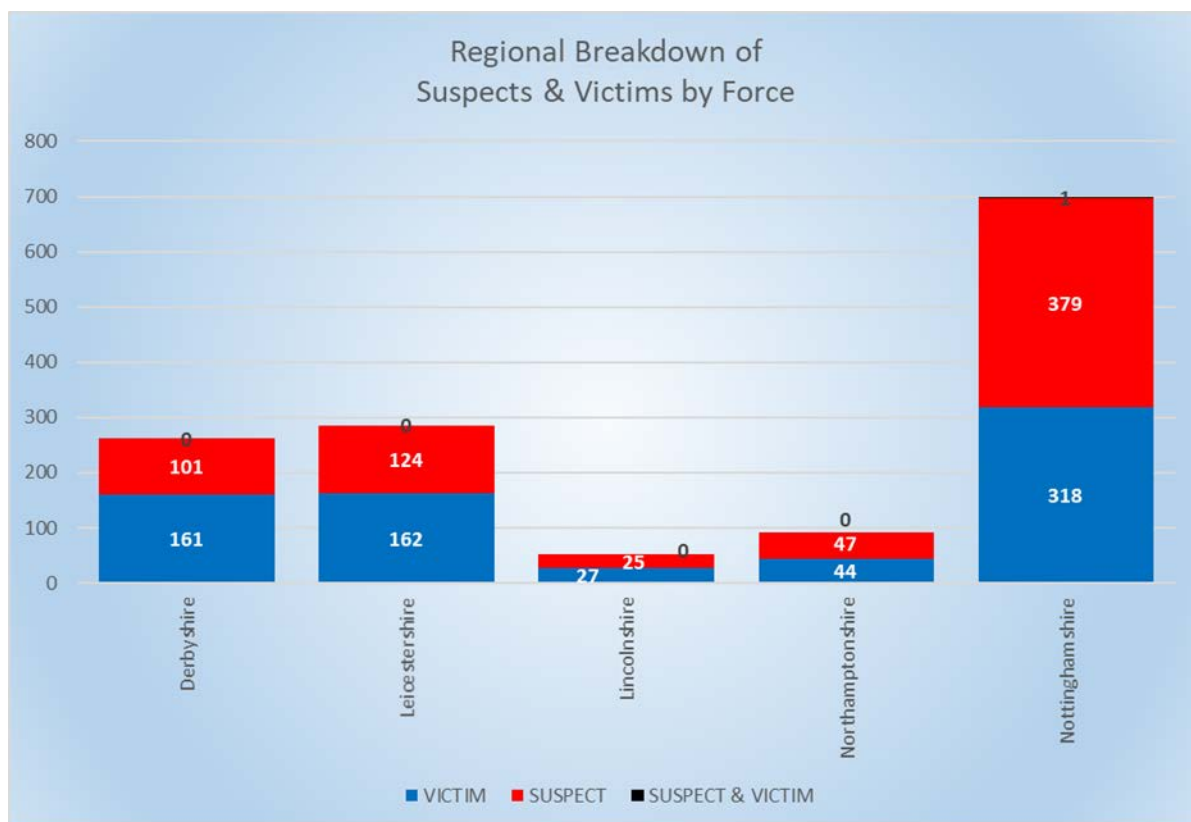
- Extension of the extraterritorial jurisdiction of UK courts to bring to trial in this jurisdiction UK Nationals and Residents accused of committing certain violent and sexual offences abroad.
- Place a statutory duty on local authorities to accommodate victims of domestic abuse. Leads for both our authority's have been appointed with governance provided by the requisite adult safeguarding boards.

4.3 The act has also provided an opportunity for 13 areas to be used as pilot districts to utilise polygraph technology in the context of licence conditions for domestic abuse perpetrators. Whilst not a pilot area the forces investment in a polygraph capability to support the management of registered sex offenders places Nottinghamshire at the forefront of this technology and in a strong position to use it creatively in a domestic abuse context when the national work has published it's conclusions.

5. Independent Enquiry Into Child Sexual Abuse (IICSA)

5.1 The force retains its specialist capability for non-recent/historic child sexual abuse (Operation Equinox) with an establishment of X2 Detective Sergeants, x12 Detective Constables and x2 Disclosure Officers. Resourcing this area is a challenge given the number of vacancies and 38% PIP II ratio across public protection causing resources to be retained in areas where the investigations are acute.

5.2 Operation Equinox provide SPOC capability for Operation Hydrant.



5.3 The above table provides regional perspective in terms of the demand presented by this area of Public Protections capability. Public confidence in Nottinghamshire Police's approach to non-recent child sexual abuse is high given it's survivor engagement strategy which has resulted in an established survivor group.

6. Child Sexual Exploitation

	Recorded Crimes Year to Date Performance				Recorded Month to Date Performance			
	Dates between 01/10/2020 & 30/09/2021	Dates between 01/10/2019 & 30/09/2020	YTD Volume Change	YTD % Change	Sep 21	Sep 20	MTD Volume Change	% change
Sexual offences								
<i>All Sexual Offences</i>	3025	2928	97	3.31%	335	234	101	43.16%
<i>Other Sexual Offences</i>	1956	1923	33	1.72%	231	152	79	51.97%
<i>Rape</i>	1069	1005	64	6.37%	104	82	22	26.83%
- <i>Child Sexual Abuse</i>	1414	1257	157	12.5%	130	96	34	35.4%
- <i>Indecent images</i>	384	428	-44	-10.3%	34	32	2	6.3%
- <i>CSE tagged Crime*</i>	166	139			15			
- <i>CSE tagged non crime*</i>	348	260			18			

6.1 CSE recorded crime has seen a reduction as children have been out of school and not accessing services however non-crime CSE has seen an increase.

This is attributable to a rise in online safeguarding concerns being referred from CEOP, particularly a rise in self-generated IIOC as children have spent more time online during lockdown. Online safety is a priority curriculum area for the schools early intervention officers.

6.2 The force has invested significantly in prevent capability having recruited a CSE and Missing From Home Co-Ordinator who coordinate our activity and referrals to the multi-agency exploitation panels conducted within the City and County Partnerships. Following the recent Annual Departmental Assessments further investment has committed in the establishing of an Intervention Officer to enhance our approach to preventing perpetrator behavior.

6.3 We continue to have a strong Sexual Exploitation Investigation Unit (SEIU) who reactively investigate and proactively safeguard children. They use a risk assessment tool to identify people at risk of CSE and work with our partners in the Multi-Agency Sexual Exploitation (MASE) panels.

6.4 Online Child Activist Groups (aka 'paedophile hunter groups') activity has slowed significantly over the previous 12 months with many groups restricted by lockdown. This is likely to see a spike in demand as COVID recovery continues.

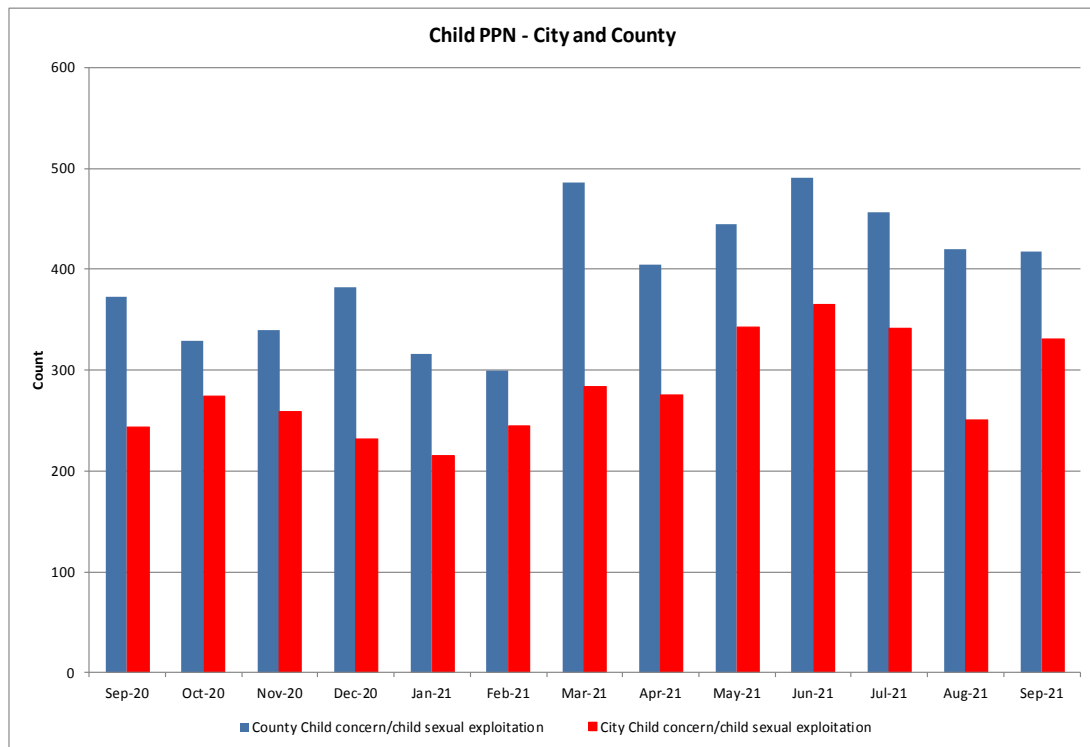
6.5 Public Protection has invested significantly in its pro-active approach to mitigating the risk presented by known sex offenders living in our communities. The introduction of a Digital Monitoring officer in MOSOVO has created an opportunity to pro-actively check for compliance with registration conditions. The post holder accompanied MOSOVO officers on 299 offender visits October 2020 to July 2021 achieving a 32% success rate (success measured by the detection of condition breaches) resulting in 11 prison recalls. This temporary post was established following the recent annual departmental assessment.

7. Child Abuse

7.1 The number of cases involving child abuse in 2021 has increased by 12.5% the previous year but with a 5.76% reduction in recorded violence against children featuring injury. It is likely that 2020 data was affected by the amount of time children were out of school and not accessing services.

7.2 We work closely with partner agencies, often within the MASH, to ensure proportionate and appropriate investigation is conducted, jointly identifying the lead agency to investigate. Processes within the MASH are currently under review to ensure continued effectiveness against the evolving local picture.

7.3 Knife crime continues to be another key focus of concerted partnership activity in Nottinghamshire. Public Protection Notices (PPNs) submitted by our front-line officers highlight children who are vulnerable as victims or perpetrators of knife crime. These PPNs are processed through the MASH and appropriately shared with partners. The overall number of police generated child PPN's features in the table below.



7.4 Child Criminal Exploitation Panels (CCEPs) continue to operate across the Partnership tackling areas in which young people are put at risk of criminal exploitation both through participation in and as a victim. Key crime types are:-

- Knife crime
- County Lines activity
- Carrying weapons
- Gangs

8. Additional Internal Scrutiny and Audit

8.1 In 2019/2020 Nottinghamshire Police completed several audit and scrutiny reports in order to assess its efficiency and effectiveness in relation to areas of public protection. These are both quantitative and qualitative assessments. They include

- Voice of the Child
- Victim Satisfaction Surveys for Domestic Abuse, Rape and Claire's Law.
- Adult Rape Crest
- Child Rape Crest
- Domestic Abuse Crest

The result of this work is currently being worked into thematic 4P plans for each area of PP business. Governance of these plans is assured via a monthly meeting chaired by the Head of Public Protection.

8.2 Both the Children and Adults Safeguarding arenas have ACC scrutiny via Quarterly internal boards.

8.3 This scrutiny, alongside the Public Protection department performance framework and the Safeguarding Boards' own Quality Assurance Groups, provide a robust performance framework for safeguarding in Nottinghamshire.

8.4 The force continues to participate in the statutory audit regime under the criteria laid out in Section 11 Children's Act 2004. This section places an obligation on statutory child protection agencies to ensure they are discharging their duties as specified by the broader content of the act. The criteria headings: -

- Leadership & Organisational Accountability
- Rapid Reviews & Child Safeguarding Practice Reviews
- Safer Working Practices
- Training
- Supervision
- Policies & Procedures
- Think Family Approach
- Voice of the Child
- Local Standards

In the most recent audit (May 2021) Nottinghamshire Police's self-assessment of good across the set criteria was ratified by the local children's safeguarding partnership.

For Information	
Public	
Report to:	Strategic Resources and Performance Wo
Date of Meeting:	2nd November 2021
Report of:	Chief Constable Guildford
Report Author:	Detective Superintendent Michael Allen
E-mail:	michael.allen@notts.police.uk
Other Contacts:	
Agenda Item:	4

*If Non Public, please state under which category number from the guidance in the space provided.

Tackling Modern Slavery (Including Human Trafficking)

1. Purpose of the Report

- 1.1 To update the Nottinghamshire Police and Crime Commissioner with regard to Nottinghamshire Police's performance and response to modern slavery.

2. Recommendations

- 2.1 It is recommended that the force's performance and response to Modern Slavery is noted.

3. Reasons for Recommendations

- 3.1 To ensure the Nottinghamshire Police & Crime Commissioner is aware of the Force's performance and response to Modern Slavery.

4. Summary of Key Points (this should include background information and options appraisal if applicable)

- 4.1 Serious and Organised Crime (SOC) is the deadliest national security threat faced by the United Kingdom (UK) with criminals ruthlessly targeting the most vulnerable, ruining lives and blighting communities.¹ Her Majesty's Government (HMG) SOC Strategy (2018) divides such high harm and high impact offending into three strands, specifically commodity, prosperity and vulnerability, with modern slavery (MS) mapping into this third strand.
- 4.2 The force's policing of SOC aligns to the National Crime Agency (NCA) National Control Strategy (NCS) 2021/22 in delivery of a single whole system approach to tackling high harm and high impact criminals and Organised Crime Groups (OCGs) across the national identifiable strands of commodity, prosperity and importantly insofar as this report is concerned, vulnerability, specifically MS exploitation.
- 4.3 The force's Serious and Organised Crime Unit (SOCU) is principally responsible for the policing of MS and Organised Immigration Crime (OIC). A team of accredited detectives, specifically 1 Detective Sergeant (DS) and 6

¹ Her Majesty's Government (HMG) Serious and Organised Crime Strategy (2018)

Detective Constables (DCs) now comprise the MSOIC Unit (MSOICU) and are managed by a Detective Inspector (DI), who is also responsible for the County Lines Unit (CLU). Nottinghamshire Police are the only force in the East Midlands to have a dedicated team of detectives devoted to the disruption of MS offending.

- 4.4 In September 2020, the Professionalising Investigations Programme level 2 (PIP2) investigative capacity of the force's response to MS was strengthened through the force's *Career Pathways* programme. The following month (October 2020) the Chief Constable authorised an uplift of an additional Detective Sergeant (DS) within SOCU thus allowing for separate supervision of the force's response to MSOIC and CL. The cumulative effect of this action was that for the first time since the force has had dedicated a response to MS, the team responsible for such disruption [i.e., the MSOICU] was entirely comprised of fully qualified detectives.
- 4.5 MS exploitation is defined by section (s.) 3 of the Modern Slavery Act (MSA) 2015 and comprises the following acts:
- (a) Slavery, servitude and forced labour
 - (b) Sexual exploitation
 - (c) Organ removal
 - (d) Securing services by threats, force or deception
 - (e) Securing services from children and vulnerable persons
- 4.6 Human trafficking (HT) is an offence proscribed by s.2 MSA 2015
- 4.7 In terms of criminal exploitation, essentially that described at para. 4.5 (d) and (e), child criminal exploitation (CCE) commonly stands for the greatest threat, harm and risk and manifests itself in county lines (CL) activity. The response by Nottinghamshire Police to the disruption of CL is documented within a separate report to the OPPC Strategic and Performance Work Programme.
- 4.8 88 MS crimes (an increase of 17% from the previous year) were recorded by Nottinghamshire Police and 168 National Referral Mechanisms (NRMs)² (an increase of 15% from the previous year) were received by the force during the period 1st April 2020 and 31st March 2021.
- 4.9 By exploitation type, MS recorded by Nottinghamshire Police can be broken down as follows:

Exploitation Type	Crimes	NRMs
Forced Labour	10	30
Sexual Exploitation	4	10
Criminal Exploitation	73	125
Domestic Servitude	1	3

² UK's mechanism to identify, assess and support potential victims of modern slavery independent of any criminal investigation and can only be completed by a first responder. A NRM must be completed for all children that are suspected to be a victim of modern slavery. Adults must give their consent in relation to the NRM.

- 4.10 Dealing first with MS recorded crime, of the 73 occurrences recorded for criminal exploitation, 22 [30%] related to offences intrinsically linked to CL offending or cuckooing.³ This continues to reflect the proliferation of drugs trafficking offending adopting a CL model and such abuse now exceeds labour exploitation that was once the MS area of primary concern. When examining the countries of origin for injured parties, UK nationals accounted for the majority of victims, with the Western Balkans region (Albania) second. Finally turning to the age of victims, 38% were over 18 (compared to 55% last the previous year) and 62% were under 18 years of age (compared to 45% the previous year).
- 4.11 The vast majority of NRMs had a positive reasonable grounds decision⁴ made by the single competent authority (SCA) at the Home Office. Akin to the recorded crime data, UK nationals accounted for the majority of victims [51%], followed Albanian nationals at 21% of persons vulnerable of trafficking (PVoT). Nottinghamshire has continued to experience a year on year rise in Albanian nationals entering the NRM as illustrated in the table below. This is attributable to the surge in proactive policing operations engaged against cannabis cultivation sites, intrinsic to increased community intelligence.

Year	Albanian PVoT	Percentage ↑
2018/19	6	
2019/20	13	117%
2020/21	35	169%

- 4.12 Finally the age range of victims entering the NRM was between 13 and 53 years, with 49% over 18 and 51% under 18 years of age.
- 4.13 Within the 12 months under review (01/04/2020 to 31/03/2021), the 5 highest number of agencies referring into the NRM are shown in the table below and the trend is comparable to the previous year.

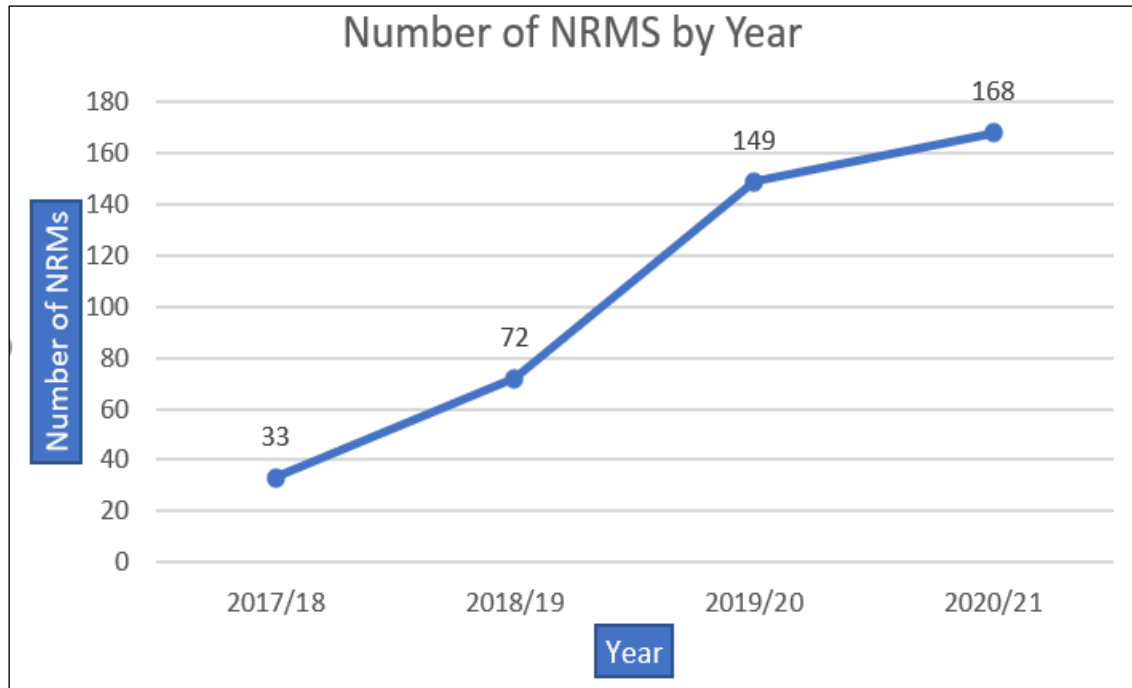
Agency	Referrals (c.)
Nottinghamshire Police	78
Home Office	28
Nottinghamshire County Council	21
Nottingham City Council	17
Migrant Help	10

- 4.14 MS offending recorded in Nottingham City and Nottinghamshire, continues to increase although this is in part attributable to a greater awareness of indicators to this crime type, given the MSOICU has continued to deliver training both within Nottinghamshire Police and across statutory partners and relevant third sector stakeholders. The year-on-year increase in PVOTs is illustrated below.

³ The practice of taking over the home of a vulnerable person in order to establish a base for illegal drug dealing, typically as part of a CL operation.

⁴ A positive reasonable grounds decision means the victim has been accepted into the NRM and is entitled to a range of support, including a recovery and reflection period of a minimum of 45 days.

Year	NRM	Percentage ↑ from previous year
2017/18	33	
2018/19	72	118%
2019/20	149	107%
2020/21	168	13%



4.15 The activity of the MSOICU is scrutinised quarterly by the force's Safeguarding Adults Scrutiny Board chaired by the Assistant Chief Constable (ACC) for Crime and Operations. As of 12th October 2021, the MSOICU had 17 live operations representing complex investigations.

- 4.16 The DI for the MSOICU chairs the monthly Slavery and Exploitation Risk Assessment Conference (SERAC) with multi-disciplinary membership comprising statutory partners and the third sector. SERAC provides a structure where professionals can refer known or suspected victims of exploitation so that a multi-disciplinary group can plan a multi-agency response. In the last 12 months, the scope of geographic responsibility for SERAC has been extended beyond Nottingham City and now also serves the boroughs of Rushcliffe, Broxtowe and Gedling. In the next 12 months, the force will work with partners to extend the SERAC service to capture all districts comprising the county of Nottinghamshire.
- 4.17 On 12th August 2020 the National Police Chiefs' Council (NPCC) MS and Organised Immigration Crime Programme (MSOICP), which had been operating across England and Wales since November 2016 to transform MS across communities, published a report entitled '*Improving Police Forces' Modern Slavery Outcomes.*' That report highlighted that when the rates of cases referred to the Crown Prosecution Service (CPS) per 100,000 of the population were taken into consideration, out of the 43 police forces of England and Wales, Nottinghamshire Police were the 5th highest in terms of the number of charges granted and non-charges directed (i.e., cases referred to the prosecuting authority).
- 4.18 The number of force resources assigned to policing both MSOICU is currently based on professional judgement, formed over several years, after an MS team was first established in 2017 with a primary focus on safeguarding (over investigation). Given the MSOICU's primary focus is now both Pursue [criminal inquiries] and Protect [safeguarding] in equal measure, as part of SOCU's annual department assessment (ADA) business planning cycle for 2021/22, demand analysis from the force's Corporate Services department was secured so that an evidence base could be captured to inform future establishment capacity. Given the disparate range of referral channels into the MSOICU, such analysis is complex and consequently demand profiling is expected to continue for the next circa (c.) 9 months. However, preliminary reporting indexed to rudimentary data sources provides for an indication that resourcing is sufficient for how the MSOICU currently tackles MS offending across the Prepare, Prevent, Protect and Pursue (4P) spectrum.
- 4.19 Strong partnerships exist in the SOCU's policing of MS. In addition to the multi-agency Nottingham City SERAC arrangements, the force is an integral member of the Nottingham and Nottinghamshire Modern Slavery Partnership (NNMSP), chaired by the Chief Executive for Gedling District Council. It is through the NNMSP that the University of Nottingham (UoN) Rights Lab was commissioned to produce the MS problem profile⁵ for Nottingham City and Nottinghamshire. Since the publication of the problem profile, workshops attended by statutory partners and third sector stakeholders comprising the NNMSP have been held

⁵ Police data was used to inform the Nottingham City and Nottinghamshire modern slavery problem profile.

resulting in the setting 25 of overarching actions to be delivered by the partnership against the below strategic priorities.

- (a) Assets, accommodation and survivor support
- (b) CCE and CL
- (c) Emerging threats and trends
- (d) Communicating with communities

4.20 A solid strategic and tactical partnership exists between Nottinghamshire Police and the East Midlands Specialist Operations Unit (EMSOU) Vulnerability Hub. It is through this very effective relationship, coupled with regional cooperation harnessed through the MS Strategic Governance Group (SGG), that all 5 forces of the East Midlands are close to securing funding from the non-governmental organisation (NGO) Justice and Care for two Victim Navigators (VNs), one of whom will be posted within our force MSOICU. On behalf of all forces in the region, Nottinghamshire Police has taken the lead in the drafting of all relevant information sharing agreements (ISAs) and Data Privacy Impact Assessments (DPIAs) to allow for the introduction of these 2 novel posts.

4.21 The overarching mission of Justice and Care is to prevent HT in the most at risk communities, to protect victims and help them recover and, where appropriate, to support the state's effort to bring criminals and their wider networks to justice. The VN programme has been devised to fill a specific and important gap by forming a trust bridge between the police and victims of MS by flexibly and independently brokering support from external specialist services according to an individual victims' needs. VNs engage victims from the moment of identification by the police, providing trauma-informed and specialist support during the crucial post-rescue period and then providing seamless ongoing coordination between the victim and the officers investigating their case. VNs help victims understand their rights and entitlements and co-create with victims an individualised support plan, according to their needs, priorities and aspirations. VNs act as an advocate and where necessary chaperone, helping victims to 'navigate' the complex landscape of services and entitlements and their journey through the criminal justice process.

4.22 For reasons of investigative integrity and to safeguard the right to a fair trial, viz-a-viz article (art.) 3 of the European Convention on Human Rights (ECHR), the author is limited on the level of operational detail that can be revealed within this public facing report. In summary and in so far as the live cases referenced at para. 4.15 are concerned, as examples of the MSOICU's work in the last 12 months, excluding CL cases [see report to the OPPC Strategic and Performance Work Programme] there are criminal prosecutions impending relating to (a) labour exploitation linked to property renovation, (b) criminal exploitation intrinsically linked to non-CL drugs trafficking, and (c) human trafficking and criminal exploitation of Vietnamese children engaged in cannabis production. Further complex cases remain under investigation including but not limited to (a) residential domestic servitude, (b) domestic professionally enabled sexual exploitation, (c) international trafficking for the purpose of sexual exploitation, (d) international trafficking and labour exploitation, and (e) international trafficking for the purposes of drugs trafficking with proximate firearms criminality.

- 4.23 In addition to the above, the MSOICU is engaged with European law enforcement and prosecutorial agencies in advancing two international MS investigations through the engagement of separate Joint Investigation Teams (JITs), as enabled by Eurojust. Additionally, in May 2021, facilitated by International Letters of Request (ILORs), the MSOICU worked with Romanian law enforcement and its state prosecuting authority to disrupt an international sex trafficking OCG mapped by Nottinghamshire Police. The evidence collected by the MSOICU has been used to support an impending Romanian prosecution of all the OCG members, the majority of whom are remanded overseas.
- 4.24 In April 2021, following a trial at Nottingham Crown Court, Elvis Scriparu was convicted of international HT, MS (labour exploitation) and money laundering following a complex investigation under the operational name 'Undeserved.' Not only was the investigation complex, but so too was the foreign national victim management given the travel, accommodation and COVID-19 testing arrangements that had to be secured (involving embassy liaison) during a period when passage across United Kingdom border was restricted in consequence to the COVID-19 pandemic. Elvis Scriparu was sentenced to 3 years and 4 months imprisonment in addition to being handed a 10-year slavery and trafficking protection order (STPO).
- 4.25 Finally the force is steadily strengthening its Prevent response. The STPO referred to in the above paragraph is the second such prohibitive / restrictive ancillary order obtained on conviction under the MSA 2015. In the last 12 months the force has also additionally applied for and obtained 3 slavery trafficking and risk orders (STROs) after criminal conviction of suspects was not possible under the MSA 2015 due to evidential difficulties beyond the control of the police. Finally, arising from joint MS partnership activity, the Gangmasters and Labour Abuse Authority (GLAA) have also successfully obtained STROs against 2 Nottinghamshire residents.

5. Financial Implications and Budget Provision

- 5.1 None

6. Human Resources Implications

- 6.1 None

7. Equality Implications

- 7.1 The SOCU has a Representation (Diversity and Inclusion), Attraction, Recruitment, Progression and Retention (RARPR) strategy. The department strives to increase its establishment of officers and staff who identify with minority protected characteristics, in order to be more reflective of the communities it serves.

- 7.2 The Code of Ethics is central to all decisions taken in the policing of MS. The SOCU acts with fairness and impartiality and does not discriminate unlawfully or fairly.
- 7.3 Article 3 of the ECHR provides for the prohibition of torture and inhuman or degrading treatment. Nottinghamshire Police has a positive obligation to ensure that no one shall be subject to torture or to inhuman or degrading treatment or punishment. This includes protecting people from the unlawful act of another where that act would constitute an act proscribed by the MSA 2015.

8. Risk Management

- 8.1 Not applicable

9. Policy Implications and links to the Police and Crime Plan Priorities

- 9.1 The four main strategic priorities of the Nottinghamshire Police and Crime Plan 2018 to 2021 are central to the policing of MS, specifically (i) protecting people from harm, (ii) helping and supporting victims, (iii) tackling crime and antisocial behaviour, and (iv) transforming services and delivering quality policing.

10. Changes in Legislation or other Legal Considerations

- 10.1 In the last 12 months, there have been no changes to statutory legislation proscribing against MS. The key primary legislation remains the Modern Slavery Act 2015.

11. Details of outcome of consultation

- 11.1 Not applicable

12. Appendices

- 12.1 None

13. Background Papers (relevant for Police and Crime Panel Only)

13. None

For Information	
Public	Public
Report to:	Strategic Resources & Performance Meeting
Date of Meeting:	2nd November 2021
Report of:	Chief Constable Guildford
Report Author:	DCI Yvonne Rainford
E-mail:	Yvonne.rainford@nottinghamshire.pnn.police.uk
Other Contacts:	Detective Superintendent Mike Allen
Agenda Item:	5

*If Non-Public, please state under which category number from the guidance in the space provided.

CYBER ENABLED CRIME AND KEEPING PEOPLE SAFE ONLINE

1. Purpose of the Report

- 1.1 The purpose of this report is to provide an update on developments over the past 12 months in terms of the capacity and capability of Nottinghamshire Police to tackle cyber-crime and cyber-enabled fraud offences.

2. Recommendations

- 2.1 It is recommended that the Nottinghamshire Police & Crime Commissioner notes the content of this report.

3. Reasons for Recommendations

- 3.1 To ensure that the Nottinghamshire Police & Crime Commissioner is updated on the force's strategy in relation to tackling cyber-enabled crime and keeping people safe online.

4. Summary of Key Points (this should include background information and options appraisal if applicable)

4.1 2019/20 Statistical Overview of Demand

- 4.1.1 **Cyber Dependent Crime** - Within the financial year period 2020/21, which runs between April and March there were 545 cyber-dependent crime reports compared with 497 the previous year, representing a rise of 9.7%. Despite this increase, Nottinghamshire achieved joint third position nationally in terms of cyber-dependent judicial outcomes.

- 4.1.2 **Fraud Crime** – The number of actual reported offences in Nottinghamshire for the financial year 2020/21 totalled 12,201, a 4.1% increase from 2019/20 with all the reporting bodies - Action Fraud (AF), CIFAS and UK Finance recording increases. In term of our demand, this resulted in circa 3,000 NICHE occurrences being created in 2020/21 which including Calls for Service and investigations, National Fraud Intelligence Bureau disseminations and requirements for victim assistance Only. However, we recognise that these

demand totals will not represent all committed crimes as the Crime Survey for England & Wales estimates that only 15% is ever reported to the police. Nottinghamshire is currently ranked 6th highest in England and Wales for percentage of fraud judicial outcomes.

- 4.1.3 **Cyber-enabled frauds** are defined as those where the crime has an element of cyber, but technology was used to facilitate the crime, rather than the crime itself. Whilst it is not possible to give precise figures on those frauds that are cyber-enabled in Nottinghamshire, national estimates are that around 80% of all police reported fraud has some cyber element.

4.2 **Resources and Investigative Structure**

- 4.2.1 Nottinghamshire Police recognise that as more crime is committed online the distinctions between cyber-enabled fraud and cyber-dependent crime become less helpful. Consequently, whilst there are resources dedicated to the investigation of cyber-dependent crime, activities associated with prevention and protection work streams are encouraged to be less specific and designed to protect more people from harm.
- 4.2.2 Nottinghamshire Police's Cybercrime team provides a specialist and dedicated capability to investigate all cyber-dependent crimes whilst also supporting and guiding other departments in their progression of cyber-enabled investigations. We also ensure that the knowledge around current threats, trends and mitigation is provided and seek to upskill the organisation on cyber related matters such as the dark web and crypto currency. We are supported by the regional Cybercrime team who have responsibility for providing an element of coordination to our local response. Our demand and performance are measured against nationally agreed Key Performance Indicators (KPIs) which are examined through quarterly tactical delivery groups.
- 4.2.3 In light of the projected increases in online and cyber-enabled demand and responding to the recommendations in the above reports, we have bolstered our capacity by investing in an additional 9 Digital Media Investigator posts, bringing the force total to 13. This new capability will be designed to increase awareness of the cyber digital forensic opportunities, improve usage of digital forensic examination tools at scenes, and promote digital strategies designed to manage the demand more effectively. This will occur over the next 12 months and will be resourced by the recruitment of graduate investigators via the fast track to detective programmes and from officers from Local Policing released via Operation Uplift. The level of skill and specialist qualifications in this team will vary as the uplift to the team is still relatively new, however by pooling all these individuals together and forming a Digital Hub they will effectively support and mentor one another through shared learning.
- 4.2.4 In addition to this, the team have now introduced a Level 4 Cybercrime Apprentice and an individual on a one-year Internship Programme to collectively improve the provision of Victim support, proactive advice and local investigations and intelligence as well as fostering future talent.

4.3 Investigative capacity and capability

- 4.3.1 Proposals have now been submitted and agreed to realign the Cybercrime Unit and incorporate with Digital. The benefits of this approach are to bring our Cybercrime department and DMIs closer together to facilitate sharing of knowledge and ideas. We are keen to explore ways that we can effectively utilise the Cybercrime team to accelerate and advance the DMIs development to enable them to provide immediate support. This will reduce the reliance on our Cybercrime teams whilst simultaneously creating a pool of talented individuals and incentives for further career development either for existing roles or ones created in the future.
- 4.3.2 It has also been agreed that there will be a dedicated Cybercrime Detective Sergeant to oversee the Cybercrime team; this will be highly advantageous as there are also plans to increase the detective establishment and create four new posts that will focus more specifically on online activity.
- 4.3.3 Following the success of a pilot initiative last year the force has also now agreed to the permanent establishment of a dedicated Fraud Triage team. This team provide an improved service to victims by dealing more effectively and efficiently with their reports of fraud whilst also recognising and supporting any vulnerability issues to minimise the opportunities for repeat victimisation. now review all the reports at an early stage and assess against the acceptance criteria for fraud investigations. This ensures we demonstrate a consistent approach. Firstly, being able to identify fraud reports that require a proportionate investigation (public interest being a key consideration) and secondly, planned, and supervised investigations, which means that they are more likely to result in a positive outcome for the victim.
- 4.3.4 As highlighted in earlier reports, Nottinghamshire Police's ECCU also has two dedicated Fraud and Cyber Protect Officers, this is additional to the Cybercrime teams Protect and Prevent Officers.

4.4 Performance targets

- 4.4.1 Team Cyber UK (TCUK) is the term used to describe the excellent working relationships between force Cybercrime Units, Regional Cybercrime Units (ROCU), NCA National Cybercrime Unit, National Cyber Security Centre, and GCHQ.
- 4.4.2 Nottinghamshire Police's specialist Cybercrime Unit provides local delivery of the cybercrime response across PURSUE, PROTECT, PREPARE and PREVENT. The ROCU manage and coordinate the work of the team collating information on a quarterly basis against several strategic priorities and Key Performance Indicators, returning this information to the centre.
- 4.4.3 At present, the force has the capacity to meet the demand for Cybercrime dependent investigations tasked by the region notwithstanding that national

funding has been significantly reduced. The more challenging area is the forces' response to cyber-enabled crime and online and this is where the force has already invested heavily in the protect and prevent capabilities and introduced case acceptance criteria.

4.5 **Key Achievements**

- 4.5.1 In terms of being able to support the National Cyber Security Strategy and Serious & Organised Crime Strategy the force can confidently play its role in mitigating the impact of a major cyber incident with a dedicated cyber team and deliver a response across the 4 P's (Protect, Prevent, Pursue and Prepare).
- 4.5.2 Cyber is a force priority and a dedicated intelligence analyst and researcher provides information on the key risks and threats that could be reduced and prioritised through the force tasking process.
- 4.5.3 Consistently we have achieved 100% compliance against the national KPI relating to the investigation of all Action Fraud referrals notwithstanding our demand is the highest in the region.
- 4.5.4 The cyber protect and prevent officers are well supported by the regional engagement team's weekly calls to share knowledge and best practice, a regional protect strategy to ensure better coordination of the protect campaigns and regional websites developed for consistent messaging to individuals and businesses. Effectiveness of these campaigns is generally measured through the total reach in terms of the numbers accessing this information.
- 4.5.5 Nottinghamshire Police currently receive 500-600 new victim data reports each month. The Fraud/Cyber Protect teams identify the highest harm /vulnerability cases each month to prioritise for victim care and crime prevention. Checking the most recent data our dedicated Fraud and Cyber Protect Officers make contact (either directly or through the Neighbourhood Policing Team) or send out information packs to approximately 100-120 victims each month. In addition, to this the force now has dedicated Fraud Triage Assistants based within the forces' control rooms who are scrutinising all fraud and acquisitive crime reports and ensuring that these are correctly dealt with either as a call for service, provided with immediate advice and/or signposted to the Protect team.
- 4.5.6 Combining the above figures with the protect/crime prevention service already afforded to victims by the investigators with the Specialist Fraud Team and the Protect work undertaken by the dedicated Cybercrime team, Nottinghamshire has the highest number of engagements for Protect in the East Midlands. To date, the Cyber Protect team have achieved 7,672,903 social media reach, over 4,773 direct engagements (presentations) and 864 victim contacts/engagements since the start of Q1 in 2020.
- 4.5.7 Notable successes for the team include an on-line competition launched across all Nottinghamshire schools to increase cyber awareness and the delivery of training in Cyber Choices to the Designated Safeguarding Leads resulting in 43% of all referrals made across the East Midlands coming from

Nottinghamshire. The Cyber Choices network was created to help young people make informed choices and to use their cyber skills in a legal way.

- 4.5.8 Work being conducted in Nottinghamshire to tackle and prevent cyber-crime has earned the force a national award. Kirsty Jackson, one of Nottinghamshire Police's Cyber Protect and Prevent Officers has also been successful in achieving one of the forces' awards for 'doing things differently' and will be presented with her award later in the year.
- 4.5.9 We have worked closely with the College of Policing promoting the digital foundation learning products and the upgraded CyberDigiTools app. This provides practical information and advice on dealing with digital intelligence and investigation opportunities, as well as all the existing information on cybercrime. The tool has now been installed on 724 devices in force.
- 4.5.10 To date, Nottinghamshire's Cyber Team have engaged with 17 'Prevent' candidates. The team will work with referrals on a one-to-one basis to assess their capability and divert their skills into positive career paths, so they are not engaging in criminality. The team offer a mentoring scheme, educate around the Computer Misuse Act and if they can prove they are willing to work within the scope of the law, they can provide them with tools to increase their knowledge. An inspirational success story that emerged from these referrals was an individual who is now studying Computer Science and has become a supervisor at a Gaming station/workshop that he helped to set up.
- 4.5.11 As stated earlier, our Cybercrime team provides a specialist and dedicated capability to investigate all cyber-dependent crime. Many of the investigations will take considerable time to conclude and it is not possible to comment on some of the individual cases whilst these are still impending. It is important however to highlight the following:
- Cyber detectives provide a prompt response to Ransomware attacks (1- 2 a fortnight currently) and conform with the regional standards for attendance and reporting of these incidents. For out of hours reports the Fraud Triage Assistants highlight reports directly to the Cybercrime team so that they can be dealt with. Although most of the cases are perpetrated by foreign threat actors, the response to identify the method of attack, strain of ransomware, evidential/intelligence opportunities are extremely valuable to the National and International response.
 - Cyber pursue also provide advice and prompt attendance/assistance at scenes for crypto asset seizures. The force has seized over £100,000 worth of Bitcoin this year so far.
 - The Cyber Apprentice has proven an extremely valuable resource to the Pursue side and has assisted in reviewing data on several cases. Most recently a website hosting company reported that they had been hacked by a former client. Prompt detailed analysis by our apprentice of the server logs confirmed that no computer misuse offences had been committed

- Op Raddichio. Although this is still an ongoing investigation into the “hack to order” of University Student’s Snap Chat accounts, the information and evidence gained has helped to direct a targeted Cyber Protect campaign at the University.

4.6 Conclusions

Cyber threats are borderless and present as a global challenge.

Cybercrime continues to rise, and it is becoming increasingly difficult to separate these offences from more traditional crimes. The onset of the COVID-19 global pandemic has intensified the situation further with cyber criminals taking advantage of the growing numbers working from home and self-isolating.

Nottinghamshire Police’s 5-year Cybercrime Strategy outlines what it will do to effectively manage cybercrime to minimise the impact of this rapidly evolving crime type on the residents and communities within the city and county. The strategy includes both the prevention and detection of offences, as well as the support provided to victims to prevent repeat victimisation.

5. Financial Implications and Budget Provision

- 5.1 There are no financial implications arising from this report however, the reduction in centralised funding requires review and consideration around future funding proposals to ensure business continuity.

6. Human Resources Implications

- 6.1 HR need to be engaged in the outstanding recruitment activity.

7. Equality Implications

- 7.1 There are no equality implications arising from this report

8. Risk Management

- 8.1 There are no associated risks regarding this report.

9. Policy Implications and links to the Police and Crime Plan Priorities

- 9.1 There are no policy implications arising from this report.

10. Changes in Legislation or other Legal Considerations

- 10.1 There are no changes in legislation arising from this report

11. Details of outcome of consultation

- 11.1 There has been no consultation on this report as it is for information only.

12. Appendices

12.1 None

13. Background Papers (relevant for Police and Crime Panel Only)

13. None

NB

See guidance on public access to meetings and information about meetings for guidance on non-public information and confidential information.

For Information	
Public	Yes
Report to:	Strategic Resources & Performance
Date of Meeting:	2nd November 2021
Report of:	Chief Constable Guildford
Report Author:	CI Duncan Southall
E-mail:	duncan.southall@notts.police.uk
Other Contacts:	
Agenda Item:	6

Missing from Home Update

1. Purpose of the Report

- 1.1 To update the Nottinghamshire Police & Crime Commissioner in relation to the performance and situational context of the Missing From Home Team (MFHT) Team.

2. Recommendations

- 2.1 It is recommended that the contents of the report are noted.

3. Reasons for Recommendations

- 3.1 To inform the Nottinghamshire Police & Crime Commissioner of the Force's Missing from Home Team's activity and progress specifically in relation to:
- Demand profile
 - Risk assessment
 - Force and inter-agency response
 - HMIC findings and recommendations
 - Lessons learnt from other forces

4. Summary of Key Points (this should include background information and options appraisal if applicable)

4.1 Demand profile.

Officers and staff working within our missing persons team deal with members of our communities who are vulnerable and often in crisis. During the period of national lockdown as a result of the COVID-19 Pandemic in 2020, our missing's team encountered a reduction of calls for service. A gradual return to pre lockdown demand commenced as restrictions were eased. Comparing the data from April to August 2021 against the same time period in 2020, Nottinghamshire Police experienced an increase of 34% for missing person reports, however, the majority of these calls for service were categorised as missing persons with no apparent risk. This categorisation of missing person

reports are dealt with within the force control room, following a detailed threat and risk assessment by a control room line manager.

During the period of lockdown itself, there was a significant decrease of missing reports.

In summary:

- The largest decrease was in April 2020, the start of lockdown, with a 47% reduction of reporting on the previous year.
- All indications are that the figures will continue to rise in line with pre-COVID levels. See below table for overview of totals:

Overall Missing from Home demand: (Aug 20 -Jul 21)

Incidents	Current (20-21)	Previous (19-20)	Variation	Percentage Variation %
Total MFH Compact Cases	2568	2552	16	0.7% ↑
Total Missing Individuals	1686	1760	74	4.3% ↑

- The proportion of missing persons in the most recent performance year is split with 63% children and 37% adults.
- This is generally reflective of a standard reporting year in which we experience more missing reports for children, many of whom will repeatedly go missing, which is more attributed to their personal choice of lifestyle and behaviour.
- In 2020/21 the number of incidents relating to missing children reduced from 1875 to 1345 incidents which equates to a 28% overall reduction
- In the same period the number of adult missing reports had reduced from 981 to 898 representing an 8% reduction, but as discussed earlier, reports have increased post lockdown restrictions.
- Similarly, the average length of time that a reported person remained missing reduced from 45 hours to 29 hours. This represents a 35% reduction, and crucially, any reduction in time ensures that the threat and risk to that person substantially reduces. We are proud of this achievement, and with new technology, increased frontline officers and those within the missing team as a result of Operation Uplift, and greater inter agency co-operation, we are confident of driving this time down further.

The below table is a useful comparison, as theoretically, in September 2020, England was no longer fully locked down as a result of COVID-19, although many leisure facilities were still prohibited. The performance statistics reflected

in September 2021 is a return to pre lockdown demand in all areas. Our compliance in respect of return interviews remains at 100%, which shows our determination to support victims, and ensure that we fully understand triggers and trends to better support reducing future missing episodes.

September 2021 vs September 2020 Performance figures.

Incidents	Sep 21	Sep 20	Variation	Variation%
Missing reports	245	181	64 ↑	35% ↑
Under 18 reports	159	99	60 ↑	37% ↑
Average time missing	11.7hrs	7.98hrs	3.9hrs ↑	48% ↑
Reports from repeats	75	37	38 ↑	99% ↑
In care reports	45	21	24 ↑	114% ↑
Police return interview completion	100%	100%	N/C	N/C

Missing No Apparent Risk Performance:

Financial Year	Annual Total	Volume Change	Percentage change
2019/20	2944	+79	+2%
2020/21	1767	-1177	-39%

- As above, missing no apparent risks have significantly decreased in 2020/21 as shown, which is likely from the implementation of national lockdowns.
- The approach to MISNARS remains a force priority – Our control room Sergeants will risk assess these incidents every 6 hours in accordance with THRIVE (threat, harm, risk, investigation, vulnerability and engagement) principles. This process repeats up-to a maximum of 72hours, at which point the incident will automatically be converted into a missing from home enquiry which is allocated to a uniformed officer
- Our approach to remove MISNAR from the continuum of missing persons is consistent with other forces nationally and supported by the National Police Chiefs Council. We will be reverting to a Low, Medium and High risk missing's approach, and this change will be occurring towards the end of

2021. All partners have been engaged in regard to this policy change, and a new force training package will be delivered to accompany this relatively simple change.

4.2 Risk assessment.

All missing incidents are subject to a full and detailed risk assessment, in accordance with our THRIVE principles. Safeguarding of vulnerable persons is fundamental, and missing from home incidents require supervisory oversight, to ensure that they are both graded correctly, and have the right resources assigned. A missing person can be upgraded at any point based on new information and intelligence. We continue to use COMPACT as a specialist system to record missing from home incidents, which is crucial in locating repeat missing persons, as pertinent information and action plans are securely stored. Many forces continue to use the COMPACT system to support missing from homes, based on the niche way it has been built to support this area of business.

One of the highest risks associated with missing individuals is Child Sexual Exploitation, which accounts for 11.5% (258) of reports. Of note, 91% of the individuals are female, whilst 57% of them are currently in the care system.

- The force continues to positively publicise the Herbert Protocol, supporting those with Dementia. This has seen a large growth of reports of missing persons with this condition, which enables a more accurate and detailed risk assessment to take place, often resulting in specialist tactics being implemented to help safely locate those persons.

Other points and factors that illustrate the critical importance of risk assessments are included below:

- There were 11 missing people who were found dead in 2020/21, equating to 7.4 deaths for every 1000 unique missing individuals. This is lower than national average which is 10 per 1,000 reports.

We continue to work closely with our street triage team and mental health institutions, to support those missing with acute mental health crisis.

The missing team in Nottinghamshire Police, consists of a locate and safeguarding function. The locate team consists of uniformed police officers whilst the safeguarding team are civilian staff with enhanced safeguarding knowledge and skills. This blended approach supports reactive operational work to locate, whilst proactive safeguarding support to help prevent re-occurrence and ensure best victim support. For the most risky missing persons, trigger plans exist in line with national guidelines.

We support the Prevent, Pursue, Protect, and Prepare approach to safeguarding, and have appropriate plans in place for all four areas.

Capacity & Capability.

- Capacity levels within both the Locate and Safeguarding Teams are regularly reviewed, in order to address any concerns to ensure both teams can maintain their high standard of work and our ability to manage and respond to incidents.
- The missing team sit within the vulnerability hub in Nottinghamshire Police. In January 2022 they move into the new HQ at Sherwood Lodge, together with the force control room and real time intelligence staff. Whilst the monitoring of intelligence is currently good, this approach will ensure better joined up working, and ensure highly trained staff are aware when reports for missing persons are made at source. It is believed that this approach will help reduce missing times further, whilst ensuring detailed and accurate risk assessments, in providing tactical support to control room supervisors.
- Our missing team work closely with force intelligence analysts. A problem profile for missing persons was refreshed within the last 12 months, whilst performance is analysed in the departmental and force performance boards.

4.3 Force and inter-agency response and activity:

The team works and meets with a significant number of agencies on a daily basis to assist with a collective response. These include Social Services (Placement Teams and Children's Officers), Health (NHS), Education and OFSTED as part of our Locate, Safeguarding and Prevent functions.

- **Multiple Missing & Hotspot Locations** – Monthly meetings with senior practitioners from internal and external agencies. Assess those most at risk from shared information and intelligence. This ensures responsibilities are allocated as required.
- **Multi-Agency Meetings:** Social Care/Education/Health – Discussion regarding specific individuals and formulate Safeguarding plans for all agencies. Police generally lead in these meetings to manage what is achievable.
- **Philomena Protocol:** Nationally recognised protocol for agencies to refer repeat missing persons to new partner agencies when that person/s moves to a new area ensuring information and intelligence is shared and members of the public at risk are better safeguarded.
- **Daily Contact** with Social Care when a person is missing to aid in locating the missing individual.
- **PPNs (Public Protection Notices):** Much like all cases of vulnerability, public protection notices are submitted by the missing staff, where the

criteria is met, in order for a triage process within the multi-agency safeguarding hub.

- **MFH Briefing Documents:** Attached to incident to assist response officers. This includes trigger plans for those identified with high levels of vulnerability and risk. These plans are designed to support officers with better intelligence to locate such persons far quicker and more safely.
- **Volunteers in Policing:** In 2019, we piloted a process whereby our volunteer in policing youth outreach worker would attend the 'Hot Spots' meeting, whereby those who are frequent and regular missing persons are discussed in a multi-agency setting. Conceptually, the youth outreach worker, was an option to bridge the gap that existed in coaching and mentoring for vulnerable and lonely youths. This process has been a huge success, with vast reductions in young missing persons identified in 2019, which led to the process being implemented fully. Each month we refer on average three persons into this scheme, for additional support.

4.4 Progress.

Progress has been positive, in terms of reducing the time that a MFH is missing, safeguarding and prevention work. We have positively introduced the Herbert Principle, improved mapping technology and ensured our teams are fully staffed.

4.5 HMICFRS Recommendations and Improvement in Service.

The last HMICFRS Inspection was in 2015. All the recommendations identified in 2015 have been implemented. These related to managing data, trigger plans for repeat missing from homes and improving our response to persistent and repeat missing children by integrated multi-agency responses.

4.6 Lessons learnt from other forces.

We continue to gather information from other forces and are part of the national learning framework. We are also interconnected with the EMCHRS Learning and Development model which enables better sharing of learning.

Each piece of information is assessed and where appropriate, is translated into an action and recorded in the '4P' action plan. The plan provides the basis for a monthly performance meeting which is chaired by the Chief Inspector who leads for MFH. This in turn is reviewed by the Force Strategic Lead (Superintendent) for MFH in a quarterly meeting as well as the monthly force performance board chaired by the Assistant Chief Constable.

5 Financial Implications and Budget Provision

- 5.1 National statistics indicate the costing of an average investigation based on risk levels are that Low and Medium risk cases cost £2,500 and a high-risk case costs £8,500, which is no change since previous reporting.

- Recent investment in force, with the purchase an advanced mapping and telephony tracing application, which has helped reduce the time taken to locate missing persons. An example of its efficiency was the recent work done by the MFHT (using the application) that located a vulnerable 3-year-old who had been missing for nearly 2 years (from another Force area) in less than 7 days by the team within Nottinghamshire.
- The improvement in technology has supported the quicker location of Missing persons to a place of safety, who are inherently vulnerable through their situation. Furthermore, the faster and more effective location of missing persons is beneficial for the police service, in re-distributing resources to support other demand.
- From the continued developments and improvement in approach to MFH investigations (such as new National Protocol implementation, development of staff, better equipment, mapping, and phone) it is estimated to have delivered a £1.3 million saving across this area of business in the last 12 months, with a combined reduction of £1.75 million (based on time savings in medium risk cases) over the last 4 years.
- This calculation is based on a reduction of 535 reports over a 12 month period, with case costing an average of £2,500 per missing report.
- The continued use of new and emerging technology is likely to see further cost savings in front line officers search time and in the speed of locating persons, reducing the need to investigate the missing case yet further.

6 Human Resources Implications

6.1 None

7 Equality Implications

7.1 None

8 Risk Management

8.1 There are no risks highlighted in this report

9 Policy Implications and links to the Police and Crime Plan Priorities

9.1 There are no policy implications known or expected. The Force Missing Policy is due for revision in December 2021. The policy has been regularly reviewed or amended where required previously.

10 Changes in Legislation or other Legal Considerations

10.1 None

11 Details of outcome of consultation
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11.1 None

12. Appendices

12.1 None

13. Background Papers (relevant for Police and Crime Panel Only)

13.1 None

For Information	
Public	
Report to:	Strategic Resources & and Performance
Date of Meeting:	2nd November 2021
Report of:	Chief Constable Guildford
Report Author:	Detective Superintendent Michael Allen
E-mail:	michael.allen@notts.police.uk
Other Contacts:	
Agenda Item:	7

*If Non Public, please state under which category number from the guidance in the space provided.

County Lines – Safeguarding Children from exploitation and victimisation

1. Purpose of the Report

- 1.1 To update the Nottinghamshire Police and Crime Commissioner regarding Nottinghamshire Police's performance and response to county lines (CL).

2. Recommendations

- 2.1 It is recommended that the force's performance and response to County Lines is noted.

3. Reasons for Recommendations

- 3.1 To ensure that the Nottinghamshire Police & Crime Commissioner is aware of the Force's performance and response to County Lines.

4. Summary of Key Points (this should include background information and options appraisal if applicable)

- 4.1 Given CL drugs trafficking most commonly involves child criminal exploitation (CCE) to operate a drugs trafficking network and therefore engages offences proscribed by the sections 1 and 2 of the Modern Slavery Act (MSA) 2015, this report should be read in conjunction with the modern slavery (MS) report to the Nottinghamshire Police & Crime Commissioner.
- 4.2 The County Lines Unit (CLU) which is a constituent unit of the force's Serious and Organised Crime Unit (SOCU) and positioned within the vulnerability strand of the department, has principal responsibility for the policing of CL. The uplift of an additional SOCU Detective Sergeant (DS) in October 2020, as provided by the Chief Constable, allowed for the creation of a dedicated CLU, separate to but closely aligned with the Modern Slavery and Organised Immigration Crime Unit (MSCOIU). Prior to that restructure, the force's policing of CL had been conflated with the disruption of all categories of MS.
- 4.3 The CLU establishment currently comprises 1 DS and 5 Police Constables (PCs), including 1 Local Intelligence Officer (LIO) whose role in summary is to

continually assess the diverse range of intelligence received by the force so that policing activity across both SOCU and neighbourhood policing is targeted where the greatest threat, harm and risk exists insofar as CL offending, including cuckooing¹, is concerned. The CLU operates across the Prepare (intelligence), Prevent (reducing offending), Protect (safeguarding) and Pursue (investigations) spectrum, commonly referred to as the 4P approach.

- 4.4 Given CL intelligence is increasing, which should be viewed as a positive Prepare metric and one that is intrinsically linked to the force's investment in local policing and community engagement, it is accepted that an uplift in resources is required within the CLU. As part of the SOCU's annual department assessment (ADA) 2022/23, the Chief Constable has authorised uplift of the CLU by a further 7 PC's and 1 Police Sergeant (PS) and as such the establishment will now increase to 2 x DS / PS and 12 x PCs. SOCU will seek to enhance the investigative capability of this uplifted officer establishment through induction of staff onto the Professionalising Investigations Programme level 2 (PIP2) as a matter of continued professional development (CPD).
- 4.5 The table below shows the year-on-year increase in CL intelligence indexed by the force, with the increase over a 24-month period standing at 89%.

Year	Intelligence	↑ increase
2018/19	413	
2019/20	637	54%
2020/21	779	22%

- 4.6 The number of recorded MS offences where the index exploitation was CL has remained stable over the last 24 months. In 2019/20 there were 23 such offences recorded and in 2020/11 there were 22 offences. These recorded crime figures do not accurately reflect the extent of CL criminality, given unless such offending is specifically disclosed by the victim or detected by the police, the interception of drugs trafficking by law enforcement will be crimed as an offence under s.4 or s.5 of the Misuse of Drugs Act (MDA) 1971.
- 4.7 In the last financial year, 28 individuals were entered into the National Referral Mechanism (NRM)² having been victim of CL offending.
- 4.8 2 CCE Coordinator posts were established in 2020/21 (1 for each of the 2 policing divisions) and have now been recruited to, with the staff positioned in Integrated Offender Management (IOM). The CCE Coordinator's primary duty is to act as single points of contacts (SPoCs) for Children's Social Care (CSC) and other key partners across the sector in providing for a joint safeguarding response to children involved in drugs trafficking, knife crime, most serious violence and gangs who are often being exploited by high harm criminals and

¹ The practice of taking over the home of a vulnerable person in order to establish a base for illegal drug dealing, typically as part of a CL operation.

² UK's mechanism to identify, assess and support potential victims of modern slavery independent of any criminal investigation and can only be completed by a first responder. A NRM must be completed for all children that are suspected to be a victim of modern slavery. Adults must give their consent in relation to the NRM.

OCGs. These dedicated CCE Coordinators provide continuity of police representation at both (i) multi-agency CCE strategy meetings and (ii) the monthly Nottingham City and Nottinghamshire Child Criminal Exploitation Panels (CCEPs).

- 4.9 As per the MS report to the Strategic Resources & Performance meeting, the greater Nottingham monthly Slavery and Exploitation Risk Assessment Conference (SERAC) with its multi-disciplinary membership now caters for referrals where there is a suspicion that a child is being exploited for the purposes of facilitating CL offending.
- 4.10 With these dedicated CCE Coordinators now established, the force has increased its effectiveness in initiating multi-disciplinary CCE strategy meetings. In 2020/21, Nottinghamshire Police participated in 212 such meetings, compared to 133 the previous year and equating to a 59% increase within a 12-month period. In therefore increasing our partnership engagement with both statutory partners and the third sector e.g., Barnardos, the force has led more disruptions across the 4P spectrum through a wide range of multi-agency interventions. This has led to a 23% reduction over 12 months in the number of children recorded on the force's CL Vulnerability Tracker (CLVT), which currently stands at 48 (a decrease from 62 children).
- 4.11 Since August 2020, Nottinghamshire Police, through its Force Intelligence analytical function scores the risk posed by all known and mapped CLs that are active across Nottingham City and Nottinghamshire. The Management of Risk in Law Enforcement (MoRILE) assessment tool is used to score the said risk and allows the SOCU to prioritise its resources across the strands of vulnerability, prosperity and commodity. Details of risk assessed CLs are shared with both the East Midlands Special Operation Unit (EMSOU) and the NCA using the NCA Agency and Partner Management Information System (APMIS). This new software was introduced into the force in September 2021 as part of the national Serious and Organised Crime (SOC) systems tasking arrangements.
- 4.12 In the last quarter the number of active mapped CLs recorded by the force has reduced by 50%, with current intelligence indicating inactivity of criminal drugs trafficking operations. Some of this is attributable to the enforcement activity set out at paragraph (para.) 4.15.
- 4.13 There are currently 5 exporting lines and 1 importing lines mapped as impacting Nottinghamshire, but having reviewed working practices in 4 other forces nationally over the course of the summer 2021, the SOCU's professional assessment is that the department is under recording the formal mapping of CLs impacting Nottinghamshire. As such, further improvements will be made to the force's Prepare response and the number of CLs mapped by the force is predicted to increase. The increase in resources detailed at para. 4.4 will allow the CLU to focus effectively on the forecasted rise in the mapped CL.
- 4.14 Despite finite resources, the CLU and wider SOCU has a relentless focus on the pursuit of high harm serious criminals and Organised Crime Groups (OCGs)

perpetrating CL offending. Given the richer CL intelligence picture aided by the force's Operation Reacher activities across the 12 Neighbourhood Policing Areas (NPAs), the number of investigations and disruption activity launched by the CLU and SOC Task Force (SOCTF), the latter of which specialises in covert policing, has increased. In addition to SOCU initiated disruption, Operation Reacher teams continually enforce against drugs trafficking intelligence both on their own initiative and in collaboration with CLU and SOCTF to complement the pursuit of those perpetrating CL offending.

4.15 As with the MS report, for reasons of investigative integrity and to safeguard the right to a fair trial, viz-a-viz article (art.) 3 of the European Convention on Human Rights (ECHR), the author is limited on the level of operational detail that can be revealed within this public facing report. However, the following represents key pursuit disruption activity since the establishment of a CLU and within the SOCU over the last 12 months:

- Under a SOCU operation, 10 defendants have been charged with both conspiracy to human traffic and supply drugs relating to CL exporting activities to a home county. Given overlaps in organised criminality, the prosecution of this case has now been combined with an East Midlands Special Operations Unit (EMSOU) investigation that comprises 13 defendants charged with conspiracy to supply drugs relating to CL exporting operations into a neighbouring county.
- The above complex pursuit activity was in addition to the force supporting a neighbouring force in the enforcement of a drugs trafficking investigation, which ultimately resulted in 10 nominals being convicted for drugs trafficking offending indexing to an exporting CL into neighbouring force area.
- In partnership with a neighbouring force, enforcement on an exporting CL from Nottingham to that county has resulted in 7 Nottingham nominals being charged and remanded. Prosecution of this case is not yet complete, but to date 5 defendants have pleaded guilty to offences charged. This is in addition to a CLU operation that led to the arrest of 3 individuals, who remain under investigation, for exporting a CL into another area of that same county.
- Under a SOCU operation, 4 members of a Nottinghamshire Urban Street Gang (USG) have been arrested and are currently under investigation for the alleged operation of a CL from Nottingham to a neighbouring county. The core members responsible for this criminality have now been mapped into a distinct OCG and remain under active investigation.
- 9 individuals are currently under investigation for the trafficking of a teenager from Nottingham to a Nottinghamshire town where it is alleged that child been forced to supply drugs.
- A SOCU operation saw the arrest and charge of the holder of an exporting CL from Nottingham to another Nottinghamshire town

facilitated by the exploitation of children from a neighbouring county. Trial is impending for the defendant both in respect of this case and a prior CL investigation from 2020.

- Under the latest SOCU operation which is examining an importing CL from a neighbouring city to a Nottinghamshire town and sequenced with a period of intensification set by the National County Lines Coordination Centre (NCLCC), 10 suspects have been arrested in October 2020 and remain under active investigation.
- A further operation remains an impending prosecution at Crown Court where 4 defendants are charged with conspiracy to commit human trafficking in relation to exporting CL criminality to two counties in the South Central and East of England.

5. Financial Implications and Budget Provision

5.1 None

6. Human Resources Implications

6.1 In respect of the officer uplift referred to at para. 4.4, release of resources into the SOCU-CLU from other force departments will be authorised and coordinated by Tactical Workforce Planning (TWP).

7. Equality Implications

- 7.1 The SOCU has a Representation (Diversity and Inclusion), Attraction, Recruitment, Progression and Retention (RARPR) strategy. The department strives to increase its establishment of officers and staff who identify with minority protected characteristics, in order to be more reflective of the communities it serves.
- 7.2 The Code of Ethics is central to all decisions taken in the policing of CL. The SOCU acts with fairness and impartiality and does not discriminate unlawfully or fairly.
- 7.3 Article 3 of the European Convention on Human Rights (ECHR) provides for the prohibition of torture. Nottinghamshire Police has a positive obligation to ensure that no one shall be subject to torture or to inhuman or degrading treatment or punishment. CCE CL by the unlawful act of another constitutes degrading treatment.

8. Risk Management

8.1 Not applicable

9. Policy Implications and links to the Police and Crime Plan Priorities

9.1 The four main strategic priorities of the Nottinghamshire Police and Crime Plan 2018 to 2021 are central to the policing of CL, specifically (i) protecting people from harm, (ii) helping and supporting victims, (iii) tackling crime and antisocial behaviour, and (iv) transforming services and delivering quality policing.

10. Changes in Legislation or other Legal Considerations

10.1 In the last 12 months, there have been no changes to statutory legislation proscribing against MS. The key primary legislation remains the Modern Slavery Act 2015.

11. Details of outcome of consultation

11.1 Not applicable

12. Appendices

12.1 None

13. Background Papers (relevant for Police and Crime Panel Only)

13. None

Consideration	
Public	Public
Report to:	Strategic Resources and Performance Board
Date of Meeting:	2 nd November 2021
Report of:	PCC
Report Author:	Natalie Baker Swift, Interim Head of VRU
E-mail:	natalie.baker-swift@nottinghamshire.pnn.police.uk
Other Contacts:	Alison Donaldson, VRU Portfolio Officer
Agenda Item:	8

Violence Reduction Unit – Key Successes and Challenges

1. Purpose of the Report

- 1.1 To provide an overview of key successes and challenges for the Nottingham City and Nottinghamshire Violence Reduction Unit (NNVRU).

2. Recommendations

- 2.1 That the Nottinghamshire Police & Crime Commissioner notes the contents of the report.

3. Reasons for Recommendations

- 3.1 To ensure that the Nottinghamshire Police & Crime Commissioner continues to be informed of progress.

4. Summary of Key Points

- 4.1 Established in 2019, the NNVRU brings together specialists from public health, clinical commissioning, police local authorities, education and community organisations with a shared goal to reduce serious violent crime and the underlying causes countywide. The focus of the NNVRU is on a whole system approach to violence reduction providing strategic leadership and coordination.
- 4.2 The NNVRU produce two mandatory products a Serious Violence Strategic Needs Assessment (SNA) and Response Strategy, both can be found at [Information | Violence Reduction Unit \(nottsvru.co.uk\)](https://www.notts.vru.co.uk)
- 4.3 This report notes key successes and challenges in implementing a multi-agency approach to violence reduction and activity identified in the NNVRU's Theory of Change (**Appendix A**), as at Q3 2021/22.
- 4.4 **Successes**
- 4.5 **Multi-agency level working**
Stakeholders consulted as part of a recent independent evaluation of the NNVRU, undertaken by Ipsos MORI and ECORYS, perceived that the NNVRU

has been successful in creating a common understanding of and buy-in to the multi-agency approach. This had partly been facilitated by the NNVRU formalising arrangements and systems of working together between partners, thereby making the multi-agency approach less dependent on individual relationships between organisations. This was viewed as a crucial step to ensure that the multi-agency approach is embedded across organisations approaches to tackling serious violence.

- 4.6 To date, the NNVRU's approach to multi-agency working has enabled the Strategic Board to think more holistically, particularly around how interventions are commissioned and ensure that duplication of service is avoided.

- 4.7 **Community engagement**

- 4.8 The NNVRU Youth and Community Engagement Strategy sets out how the NNVRU approaches engaging and working with identified communities and how engagement will be used to inform the VRU strategy and delivery. This has included leveraging existing infrastructure such as the Ending Youth Violence Network, an existing forum consisting of over 100 community-based organisation and providers, who are consulted by the NNVRU on a quarterly basis. These activities have enabled increased community input into NNVRU activities and interventions, for instance through consultations on the SNA and co-production of the NNVRU's social media campaign, as well as increasing community awareness of the NNVRU.

- 4.9 A recent independent evaluation (Ipsos MORI / ECORYS) identified that multiple stakeholders felt that the NNVRU has made positive steps towards greater involvement of young people and communities in influencing the VRU's direction. This has been seen at a strategic level through the recruitment of 15 Community Ambassadors, one of whom acts as a representative at the board level, and in focus groups with young people to engage their views on the direction they want to see the VRU take.

- 4.10 **Community development**

- 4.11 The NNVRU have invested in the development of capacity and capability in the voluntary and community sector, recognising that the sector play a significant role in supporting children and young people who are at risk of being impacted by serious violence. This has included in the implementation of Incubation Hub which provides training that would ordinarily be made available to statutory youth services, including safeguarding, cultural competency and restorative supervision.

- 4.12 A priority programme for the OPCC and VRU during 2021/22 has been the development of Youth Work Programme in collaboration with the National Youth Agency, the UK's regulatory body for youth work. The programme aims to increase to the quality of youth work delivery across the VCS sector to ensure children and young people are supported to achieve positive life outcomes. This programme is the first of its kind in England and Wales and has garnered national interest.

4.13 **Interventions**

4.14 During 2020/21 the NNVRU commissioned 28 interventions in order to support children and young people (aged 5-25) at a universal, secondary and tertiary level. The latter prevention levels are targeted toward those who are exhibit risk factors with regard to serious violence and exploitation (secondary) and those who have already committed a first offence (tertiary). Interventions have included targeted outreach, counselling and mentoring and diversionary activity.

4.15 1547 children and young people have been supported either on a one to one or group basis, resulting in, amongst other outcomes:

- Reduced offending or reoffending
- Increased access to pathways of support
- Improved emotional resilience, mental health and wellbeing
- Decreased substance misuse
- Improved skills and readiness for education, training and employment
- Improved peer and family relationships

4.16 The NNVRU's approach to commissioning interventions is informed by the theory of change (please see **Appendix A**) and findings from the SNA to target the at-risk cohort, understand gaps in service provision, and identify the outcomes that the NNVRU wanted to achieve, as well as utilising the existing evidence base such as the latest YEF reports.

4.17 Where the existing evidence base is light the NNVRU has sought to build the evidence base through commissioning research and local evaluations. This has included the commissioning of four intervention-level evaluations, which are move novel in approach and therefore require further evaluation to understand their impact, and a VRU-wide evaluation being undertaken by the University of Northampton. These evaluations, in addition to project monitoring data, have further informed commissioning decisions for year 3 interventions.

4.18 **Funding**

4.19 The NNVRU have a core budget from the Home Office of £880,000 per annum to fund multi-agency approaches, the core team, interventions, research and evaluation.

4.20 During 2021/22 the NNVRU have been successful in securing £675,996 of additional in year funding from Home Office Serious Youth Violence Interventions Programme for the delivery of two custody based interventions based in the City and County; U Turn and Divert Plus.

4.21 Both bids aim to ensure that support workers can drive a positive improvement in key emotional, physical, and vulnerable behaviours amongst participants by intervening in the lives of children and young people at 'teachable moments', specifically following arrest and entry into police custody. The bids do not seek

compete with one another, but rather align and extend current custody intervention provision for all ages.

- 4.22 A further £1.02m has been secured from the Youth Endowment Fund for the continued deliver of Divert Plus until March 2024, providing longevity to the Divert Plus intervention and the opportunity for full evaluation in partnership with Cordis Bright.
- 4.23 A scoping exercise is currently taking place with partners to explore opportunities for the YEF 'A Supportive Home' grant with particular interest to expand the EPEC parenting programme with additionality in the County and roll out within the City.
- 4.24 **Performance**
- 4.25 A robust police and wider partnership response has led to a decrease in serious violence in Nottingham and Nottinghamshire since 2018/19. Knife crime in 2020/21 was overall 13% lower compared to the three year average.
- 4.26 Table A compares the period April 2020 – March 2021 to the annual average for the 3 years April 2017 – March 2020.

Crime type	% change
Overall serious violence	Down 37%
Violence Against the Person	Down 28%
Knife Enabled Robberies	Down 38%
Sexual Assaults	Down 28%
Knife Possession	Down 4%

Table A.

- 4.27 **Challenges**
- 4.28 **County engagement**
- 4.29 Although good progress had been made in relation to the engagement of young people and communities, the NNVRU have concerns about the reach of the current activities in the County. Community and Youth engagement is considered to be much stronger in Nottingham City in comparison to Nottinghamshire County. This difference is largely seen as a result of the comparative strength of existing community organisations in the City.
- 4.30 The NNVRU has commissioned a community assets assessment to better understand the community landscape both in terms of physical and human resources. In addition, the NNVRU is currently working with providers to obtain better data on the demographic make-up of project participants which will help the VRU to better understand the way in which they interact with BAME communities.
- 4.31 **Data and information sharing**

- 4.32 The NNVRU aims to work with partners to develop a common understanding of the available evidence across organisations and share data, intelligence and evidence around violence protection across partners and communities.
- 4.33 The NNVRU's approach to data and analysis is guided by the SNA which is informed by key data sources from the police, East Midlands Ambulance Service, and hospitals, including the Emergency Care Data Set (ECDS). Analysis of this data, alongside commissioned qualitative research which looked into the perceptions and experiences of young people and communities, has facilitated a better understanding of the at-risk cohort.
- 4.34 Progress towards greater levels of data sharing was significantly impacted by COVID-19 which led to a shift in organisational priorities and resources away from these activities and created new challenges in terms of accessing data remotely. As a result, efforts towards greater integration of data and information sharing have not progressed as much as initially hoped in year 2.
- 4.35 Access to Probation service data and good quality health data which would provide greater information on the at-risk cohort are both national issues. The NNVRU are working with partners locally and nationally to resolve this.

5 Financial Implications and Budget Provision

- 5.1 NA

6 Human Resources Implications

- 6.1 NA

7 Equality Implications

- 7.1 NA

8 Risk Management

- 8.1 NA

9 Policy Implications and links to the Police and Crime Plan Priorities

- 9.1 Prevention is a key priority within the Commissioner's developing Police and Crime Plan, of which NNVRU activity is a key work stream.

10 Changes in Legislation or other Legal Considerations

- 10.1 NA

11 Details of outcome of consultation

- 11.1 NA

12. Appendices

12.1 Appendix A. NNVRU High Level Theory of Change

Appendix A: Theory of Change

Our vision: We will work with communities to prevent violence and reduce its harmful impacts through developing a detailed understanding of its causes and investment in evidence based interventions that make a lasting difference



For Information	
Public	Public
Report to:	Strategic Resources and Performance Meeting
Date of Meeting:	2nd November 2021
Report of:	Chief Constable Craig Guildford
Report Author:	Insp Kylie Westlake
E-mail:	Kylie.westlake@nottinghamshire.pnn.police.uk
Other Contacts:	Rachel Richardson
Agenda Item:	9

Chief Constable's Update Report November 2021

1. Purpose of the Report

- 1.1 The purpose of this report is to update the Police and Crime Commissioner of significant events and work that has taken place since the previous update in July 2021.

2. Recommendations

- 2.1 It is recommended that the contents of the attached report are noted.

3. Reasons for Recommendations

- 3.1 To ensure that the Office of the Police and Crime Commissioner (OPCC) is aware of significant and notable events since the previous update report in July 2021 and receives appropriate assurance regarding the work being undertaken by the Force.

4. Summary of Key Points

- 4.1 Please see Appendix 1 for the full report.

5. Financial Implications and Budget Provision

- 5.1 Any financial implications and/or budget provision for the work outlined in the attached appendix have been accounted for through the Force financial governance process, led by the Head of Finance.

6. Human Resources Implications

- 6.1 Any staffing implications relating to the areas outlined in the main report will have been considered by the People Services Department.

7. Equality Implications

- 7.1 Nottinghamshire Police is working hard to become even more representative of the communities we serve and with our staff to ensure they have the

opportunity to progress and develop to make sure that this representation is reflected at all levels within the organisation.

- 7.2 Our equality objectives are engrained throughout all areas of our policing whether that be operational policing, engaging with local and diverse communities, and working closely with our partners.

8. Risk Management

- 8.1 This is an opportunity to make the OPCC aware of the significant events for Nottinghamshire Police, the majority of which are already in the public domain.
- 8.2 Organisational risk management takes place as part of the Force's core business and is governed through the Chief Officer Team and senior managers using a robust and transparent process.

9. Policy Implications and links to the Police and Crime Plan Priorities

- 9.1 There are no policy implications arising from this report.
- 9.2 The attached appendix provides updates on areas of business set out against each of the four Police and Crime priorities.

10. Changes in Legislation or other Legal Considerations

- 10.1 There are no legal considerations relating to this report.

11. Details of outcome of consultation

- 11.1 There has been no consultation on this report as it is for information only.

12. Appendices

- 12.1 Appendix 1 – Chief Constable's Update Report November 2021.

Appendix 1



Chief Constable's Update Report

Strategic Resources and Performance Board

November 2021

Version 1

0.0 Introduction

- 0.1 Since my previous report in July 2021, a significant amount of work has taken place within Force. Covid-19 continues to impact on our daily business, especially around the time of the lifting of lockdown restrictions. An increase in demand for service was seen, however my staff maintained professional and pulled together to meet the need of the public as well as providing reassurance to the communities of Nottingham and Nottinghamshire.
- 0.2 I am pleased to report the findings of the National Statistics end of year crime report, whereby they identified that we were the best force in the country apart from the square mile of the City of London. We continue to see a reduction overall in crime rates when measured against the previous year and benchmarked against other forces. I would like to make a special mention to our Burglary and Robbery teams, I would like to publicly thank them for their efforts to protect our communities as we are seeing a continued decrease in those crime types. I shall discuss our performance in more detail further in my report.
- 0.3 My chosen charity for this year, as voted for by officers and staff is The John Eastwood Hospice Trust, based in Sutton-in-Ashfield. The hospice provides palliative care to people with advanced or progressive diseases, such as cancer, motor-neurone disease and other long-term conditions. We are well underway with fundraising activities having hosted numerous events such as dress down days and sporting events. We are also in the process of organising a sealed bid auction for several pictures, crime novels and sports shirts.
- 0.4 I feel it is pertinent for me to highlight the sentencing outcome following the murder of Sarah Everard, the news of this case has deeply saddened myself and my colleagues. I would like to emphasise that it is my firm belief that we have some of the best officers and staff in the country working for Nottinghamshire Police. We have a robust mechanism in place which ensures any concerns about our officers both internally or externally are investigated thoroughly, fairly and in a timely manner. I never hesitate to act upon improper behaviour.
- 0.5 We have had a number of excellent results from policing operations recently and I will go in to more detail about some of these later in the report.
- 0.5 The information in these update reports should be taken in the context of our heavily scrutinised budgets to ensure that we are continuing to spend public money wisely.
- 0.6 This update report provides information on just some of the work that has been taking place recently and is set out by each of the existing four strategic priority themes:
- Protecting people from harm
 - Helping and supporting victims
 - Tackling crime and antisocial behaviour
 - Transforming services and delivering quality policing.

1.0 Strategic Theme 1: Protecting People from Harm

1.1 As outlined in my introduction, we continue to alter the way in which we carry out our business as a result of COVID-19 so that we can protect people from harm. This remains a key objective for Nottinghamshire Police as well as our partners and we continue to work with our communities to ensure that neighbourhoods in the City and County remain safe places for people to live, work and visit.

1.2 As highlighted in previous reports, throughout the pandemic my staff have participated in many roles to ensure they have supported our partners as well as communities, from assisting the NHS at vaccination centres, throughout the City and County to attending neighbourhood calls for service, responding to reported breaches of the regulations.

Since the easing of Coronavirus restrictions on 19th July, where all restrictions and social distancing measures were relaxed my officers and staff have continued to deliver a high standard of service. I want to thank the public and my officers for their continued efforts around the Coronavirus pandemic and their adaptability as the rules have changed.

Like other organisations we are noticing that business is starting to resemble what it looked like during pre-covid times, however I think it is important to emphasise that the virus is still very much in our community, and I want to reassure you that we are doing all we can as an organisation to ensure the safety of our officers, staff and public is maintained.

1.3 I would like to highlight the great work my staff do while off duty as well; off duty officer PC Youd saved a member of the public's life by helping a man who was in cardiac arrest. This is testament to the calibre of officers we have within force and just shows that we as officers and staff are rarely off duty.

1.4 We have appointed a Specials Superintendent who will lead the cohort of Special Constables in the force. Currently we have 170 special constables who volunteer, and our intention is to increase this to 200 by the end of the next financial year so assist us in addressing concerns within your community. We have successfully piloted a special to regular entry route with the College of Policing.

1.5 Police Dog Quantum who has helped in the arrest of over 100 suspects in his 4 year career who was stabbed and assaulted has been hailed a national hero and presented with the highly commended accolade in the Outstanding Bravery category of the Thin Blue Paw awards.

1.6 Two Nottinghamshire Police officers who tackled a gunman in a burning building have been honoured at the National Police Bravery Awards, I am immensely proud of Sgt Jodi Leonardi and Sgt Matt Daley. These awards are as a result of nominations made in 2020, however the ceremony had been postponed until this year. The 2021 awards will take place in December this year.

- 1.7 Work being conducted in Nottinghamshire to tackle and prevent cyber crime has earned the force a national award. Kirsty Jackson, one of our Cyber Protect and Prevent Officers has partnered with teacher and TV personality Baasit Siddiqui to provide children with online lesson plans to assist children to educate their peers on Cyber security. The campaign also aimed to help children learn about password security and importantly how to protect themselves and their family online.

Nearly 14,500 students completed the lesson plans, spanning over 55 schools. This work has earned Kirsty a National Cyber award recognising this work done in the force. We are always looking at new and innovative early intervention work, especially in a time when more are taking to technology. The award is well deserved and is testament to Kirsty's dedication and hard work.

- 1.8 Our force has been praised by the Home Office for the proactive and timely way we are using new legislation to protect victims of stalking. In January 2020 an additional civil power came into law to empower the police to intervene early in stalking cases. Stalking Protection Orders are designed to address problem behaviours before they become entrenched or escalate, protecting victims from more serious harm, alarm or distress.

By June 2021 we had successfully applied to the courts for 17 orders. In same period the force brought criminal proceedings against 90 people suspects of stalking. Our dedicated Public Protection officers work incredibly hard to safeguard people, often very vulnerable victims and will we use every power at our disposal to help us do that.

2.0 Strategic Theme 2: Helping and Supporting Victims

- 2.1 Helping and supporting victims of crime remains central to our core aims and objectives. We work tirelessly to bring those responsible for criminal acts to justice and to provide appropriate support to victims and witnesses throughout our investigations.
- 2.3 In line with National approach we have reviewed the strategy and guidance with regards to VAWG (Violence Against Women and Girls). The force have identified a Force lead for this area of policing and implementing a subgroup to compliment the national approach.
- 2.4 Officers continue to deliver great productive work across the whole of Nottinghamshire; in the Mapperley area a cannabis grow was located, and then the force securing safer street funding for both Worksop and Ashfield which we will use to focus on Burglary and ANPR investment
- 2.5 Our Public Protection team have successfully obtained a charge with a custodial sentence of 24 years for an offender who carried out a series of sexual offences over a 6 year period. This was a great demonstration of hard work, dedication and great investigative skills by the team led by Det Insp Craig Hall.
- 2.6 The safety of my staff and in turn the public is paramount. I have recently increased the number of Special Trained Officers within the organisation, these officers can attend and assist at incidents of Rape and Serious Sexual Offences.
- 2.7 Honour based violence is a key priority for the force to action. To support this we joined the annual day of remembrance on 14th July which is to remember those lost to honour killings. The force has a dedicated team of investigators who specialise in the concept of honour based abuse, forced marriage and female genital mutilation, the team work to investigate crime associated in these areas of concern and work to safeguard the victim or potential victim.
- 2.8 DC Beddoe within our Public Protection department has secured a significant sentence in the case of Nigel Pipe whereby he received a concurrent custodial sentence amounting to 157 years for 27 offences he was convicted for. This was a difficult case, but DC Beddoe's tenacious character and dedication helped to ensure this fantastic result. The Judge, Her Honour Judge Warburton commended the quality of the case, highlighting the exemplary work of the disclosure officer Steve Dixon.
- 2.9 Raheeb Ibrahim has been jailed for two and half years after pleading guilty for Stalking offences, assault as well as engaging in controlling and coercive behaviour. He was also given a Restraining Order. Through support of my officer the victim has been able to have the courage and confidence to provide compelling evidence throughout the judicial process.
- 2.10 Nottinghamshire Police continue to lead the way with regards to the work around Clare's Law. We have specifically been mentioned within Parliament as a force proactively tackling domestic abuse by applying the disclosure scheme in every domestic abuse case as well

as piloting a process to engage support service prior to, during and after the disclosure is given.

- 2.11 Work has started on a safety project to burglar-proof dozens of homes in Newark. Contractors will work as part of the Safer Streets project and will be installing a number of crime prevention devices in more than 100 homes in the coming months. This is a great project funded by the OPCC and will really help us to make our communities feel safer.

3.0 Strategic Theme 3: Tackling Crime and Anti-Social Behaviour

3.1 Current performance figures, in line with regional and national trends have broadly returned to pre-pandemic levels. Exceptionally Burglary has continued to reduce further from last year's figures which is bucking both regional and national trends.

3.2 In terms of call handling, 999 calls continue to improve our performance with the total volume of calls up by 6.3% compared with the previous 12 month period. The number of calls answered within the agreed target time was at 94.8% for the current 12 month period which is an improvement from the previous 12 month period where we were at 94.0% with less volume. Abandonment rates are now at 0.3% for the current 12 month period despite the increase in call volume and this is an improvement from 0.9% for the previous 12 month period. Conversely 101 calls have reduced in volume but we are on target and up from 80.2% in the previous 12 month period to 88.1% for the current 12 month period. The abandonment rate has also shown a marked improvement as well for 101 calls and is 2.9% for the current 12 month period compared with 5.2% for the previous 12 month period. We have recently triangulated our performance with regional forces and our performance remains very strong. Other forces across England and Wales have recently contacted us in relation to our approach.

3.3 Operation Reacher continues to go from strength to strength. The Radford team continue to be proactive in the local area as well as ensuring they are engaged with their community on Social media. In the last 3 months they have reported on the 89 arrests, 22 drug seizures and numerous knife seizures.

Operation Reacher also teamed up with the Neighbourhood policing team to deliver Project Edward, a national road safety campaign including tackling the fatal four motoring offences. Live broadcasts were delivered to highlight the campaign where a number of tickets were issued, 5 vehicles were seized along with 5 arrests.

3.4 The new County Knife Crime team have become operational. Their work will continue to give further reassurance to the residents of Mansfield, and of Nottinghamshire, that Knife Crime remains a priority.

3.5 As updated in my last report, Nottinghamshire Police was the first force to appoint a senior officer to lead on the issue of dog theft. Chief Inspector Amy Styles-Jones was appointed following the spike in dog thefts across the country following the rise in demand for pets during the lockdown periods. Work is continuing in this area of policing and crime prevention and advice materials are being created for distribution into the community in the coming weeks.

3.6 We held a day of action in Mansfield tackling neighbourhood offences, in particular around theft. We received some great feedback from the council for the work we carried out who wanted to pass on their thanks to the officers and staff who participated. We currently have the lowest Burglary figures ever recorded in the town, thanks to the relentless targeting of offenders and increased support for victims.

- 3.7 I was recently pleased to hear of the policing response from our control room, response officers and the neighbourhood team who were also supported by the drone team for their quick detection of a cash in transit robbery. A great team effort and I was very pleased to see that there was a charge as a result.
- 3.8 Operation Encyclic and Operation Fairside, both focusing on organised crime gangs, namely drug conspiracy, firearm offences and international offences have produced great results by means of lengthy convictions and financially impactful confiscations.
- 3.9 I would like to say well done to Det Insp Wragg and the major crime team who investigated the murder in Stapleford whereby the suspect was found guilty and sentenced to a custodial sentence. This helps to demonstrate to the public that we continue to deliver on your behalf with regards to these violent offences which cause you significant concern in the community.
- 3.10 Colleagues and staff in the Worksop area who have been involved in investigating the arson crimes in the area. I have seen a lot of proactive work being carried out in the area to provide reassurance as well to prevent further offences of which I am thankful to them for all their hard work and efforts.
- 3.11 An off-road biker was jailed after crashing into a pensioner at the tram stop. Nicolas Marshall was part of a large group of off-road bikers within the Clifton area. He was found to be under the influence of drug whilst riding illegally in the area. He collided with the member of public causing serious injuries. He appeared at Crown Court and after pleading guilty to a number of offences was sentenced to 16 months in prison and disqualified from driving.

I know that people riding off-roads bikes anti-socially is a real concern in our communities, I want to reassure the public that I am listening to those concerns. The neighbourhood policing teams are carrying out a number of proactive operations to target offenders, seize their bikes and take them to court.

4.0 Strategic Theme 4: Transforming Services and Delivering Quality Policing

- 4.1 The Operation Uplift programme continues, we have launched a further recruitment campaign for the entry route course with the College of Policing for Special Constables into full time Police Constables. We had already recruited 18 officers this way in June this year and received good feedback.

The force has reached 2,265 officers, which is a further increase from my last report and in large is thanks to Operation Uplift. This means that the force is well on its way to its target of recruiting more than 300 officers by 2022. We will achieve our uplift 1 year early.

- 4.2 Internally the force continues to deliver positive action initiatives aimed at retention and progression. We seek to encourage individuals from under-represented groups to consider opportunities to work within Nottinghamshire Police as Police Officers, Police Staff, Special Constables, Cadets and Volunteers.

Our overall BME representation for the force has increased further to 7.3% compared to July 2021 which was 6.82%. We have also achieved a 50/50 gender ratio amongst our recruits.

- 4.3 We were recently referenced by the Home Affairs Select Committee with regards to the increased female and BAME representation recruited through the outreach work we have carried out as apart of our recruitment campaign withing the community, especially amongst the younger generation. The team have been to West Notts College and will continue to work really closely with them. I would like to thank out HR team for all their work with this.
- 4.4 In September we saw the start of the new term for our Police Cadets. They have already been shown a number of areas of policing, including a fantastic demonstration from our Operation Reacher team at Radford.
- 4.5 I am delighted to announce that nearly all apprentices the who joined our organisation on the apprentice scheme have now gained full time employment with us. This is a brilliant result for me as a Chief Constable. There is a lot of talent out there that we would like to continue to welcome into the organisation and this is a great example of a good way to enable that to happen.
- 4.6 I want to publicly congratulate the PCDA (Police Constable Degree Apprentice) course. More than half of the course achieved a first-class honours degree, which is fantastic, in addition to holding down a full-time job as a Police Officer. We are the first force to do this nationally and am really pleased with how we have developed these new members of staff into the organisation. More importantly, we have done this in a way which preserves what we do in policing, which is to serve the public as well as giving our employee's an opportunity to gain an educational qualification.

- 4.7 At a recent Force Executive Board we reviewed how we could improve our kennelling facilities and welfare investment for the dog section. I feel this will greatly improve the provisions we can provide with moderate investment.
- 4.8 A process has been launched for officers to liaise with the Crown Prosecution Service, the new streamlined approach called the 'two-way interface' will replace the communications over email and in turn will be an easier and simpler way to work together. This will allow both CPS and the Police to review cases at the same time within the system which will automatically populate any updates from either agency.
- 4.9 At a recent Fire Collaboration meeting, it was discussed that our local plans are progressing well. The car park outside of Police Force Headquarters is now available for anyone to park in for no charge and work is continuing on time and on budget as the new joint headquarters is nearing completion.

We have also undertaken a number of collaborative meetings with staff from both Police and Fire to identify areas where we can continue to work together, particularly within the staff support network arena where we already have a joint emergency services event planned for November.

- 4.10 Our new Nottingham custody suite has opened, on time and on budget. This is a great asset, with state of the art facilities and will really help with getting people through custody swiftly and efficiently.
- 4.11 Programme Regain continues to make progress with bringing the support services back to the force which were previously outsourced via Multi-Force Shared Services (MFSS). Our teams are working towards a recruitment plan, which see roles available within HR, IT as well as Finance. The next 12 months of changeover and implementation will be an exciting period for us.
- 4.12 Work for the TV programme Interceptors has continued as mentioned in my last report. I have agreed to participate in a further series, which is a great opportunity for us to showcase the very good work that my officers staff do on a daily basis. Public feedback remain very positive about how well the staff are responding to calls for service.
- 4.13 Wellbeing of officers and staff is a key part of our daily business. As part of our continued promise to our staff we have arranged for some free mini-health checks as well as providing funding for flu vaccinations for those outside the NHS parameters.
- 4.14 Ensuring my staff have the correct equipment is key to their role. I have agreed to replace a number of vehicles in the force including vans. We continue to reap the rewards post the Venson contract cessation in the fleet. This is good news for our growing staff numbers and the public purse.
- 4.15 In September we saw Nottinghamshire Day celebrated which was well attended, the first of it's time.

- 4.16 The Pride procession took place on 11th September, it was very well attended and as a force we welcomed the chance for this festival to take place again. Nottinghamshire Police walked alongside festival goers as they marched in the sunshine. The annual celebration of the LGBTQIA+ community was cancelled last year due to the pandemic and this year saw a reduction in festivities with just a march in order to ensure the spread of coronavirus was minimised.
- 4.17 October is Black History Month, we continue to stay at the forefront to ensure we are continuing to respect and listen to our community as well as recruiting from our diverse communities. My colleague Romel Davis will be involved in a documentary on ITV on this subject as well.
- 4.18 A Police Community Support Officer has created a unique veterans' hub in Hucknall to better connect the Police and Armed Forces. The aim is to assist those who may need additional help and support or crime reduction advice. Once people are introduced to the hub, contact is made either in person, over the phone or via social media, face to face meetings and events will commence.
- .
- 4.19 Planning has continued for this year's force awards, nominations have been received in force and the winners have been chosen by the recognition panel. The programme is a great opportunity to recognise the dedication and exceptional efforts of Police Officers, Police staff and members of the public. Due to some of the ongoing Covid restrictions we have made the decision to hold the ceremony in our new building at Police HQ in March 2022. Notts TV will also be working with us again to produce a programme which highlights all the different areas of Policing.

5.0 Other updates of note

- 5.1 Officers from Nottinghamshire joined colleagues from across the UK for the Police Unity Tour, a ride which increases awareness and honours police officers who have died in the line of duty. The tour enters its ninth year in 2021, which sees cyclists ride into the National Memorial Arboretum in Staffordshire to take part in the Care of Police Survivors (COPS) annual service of remembrance and family weekend.

Since 1749, almost 5,000 police officers and staff have died whilst policing our communities, over 1,500 through acts of violence, and COPS provides peer support opportunities and brings together the families of police officers who have lost their lives on duty, as well as helping with access to counselling and specialist bereavement services.

The ride comes just days after the unveiling of a national memorial in Staffordshire for officers killed in the line of duty, which was given royal seal of approval by Prince Charles at a special ceremony.

- 5.2 On 26th September I attended the National Police Memorial Day with Tracey Walker and Joan McDonald. This was very well supported by the Police federation and both families remain close to Nottinghamshire Police.

For Information	
Public	Public
Report to:	Strategic Resources and Performance Meeting
Date of Meeting:	2nd November 2021
Report of:	Chief Constable Craig Guildford
Report Author:	Rachel Richardson
E-mail:	Rachel.richardson@notts.police.uk
Other Contacts:	
Agenda Item:	10

Force management Statement 2021

1. Purpose of the Report

- 1.1 The purpose of this report is to update the Police and Crime Commissioner of the Force Management statement for 2021.

2. Recommendations

- 2.1 It is recommended that the contents of the attached report are noted.

3. Reasons for Recommendations

- 3.1 To ensure that the Police and Crime Commissioner is aware of the detail to the fourth Force Management statement (FMS), giving a comprehensive overview of the demand experienced since the previous FMS in May 2019.

4. Summary of Key Points

- 4.1 Please see Appendix 1 for the full report.

5. Financial Implications and Budget Provision

- 5.1 Any financial implications and/or budget provision for the work outlined in the attached appendix have been accounted for through the Force financial governance process, led by the Head of Finance.

6. Human Resources Implications

- 6.1 Any staffing implications relating to the areas outlined in the main report will have been considered by the People Services Department.

7. Equality Implications

- 7.1 Nottinghamshire Police is working hard to become even more representative of the communities we serve and with our staff to ensure they have the opportunity to progress and develop to make sure that this representation is reflected at all levels within the organisation.

- 7.2 Our equality objectives are engrained throughout all areas of our policing whether that be operational policing, engaging with local and diverse communities, and working closely with our partners.

8. Risk Management

- 8.1 This is an opportunity to make the Police and Crime Commissioner aware of the significant events for Nottinghamshire Police, the majority of which are already in the public domain.
- 8.2 Organisational risk management takes place as part of the Force's core business and is governed through the Chief Officer Team and senior managers using a robust and transparent process.

9. Policy Implications and links to the Police and Crime Plan Priorities

- 9.1 There are no policy implications arising from this report.
- 9.2 The attached appendix provides updates on areas of business set out against each of the four Police and Crime priorities.

10. Changes in Legislation or other Legal Considerations

- 10.1 There are no legal considerations relating to this report.

11. Details of outcome of consultation

- 11.1 There has been no consultation on this report as it is for information only.

12. Appendices

- 12.1 Appendix 1 – Nottinghamshire Police, Force Management Statement Summary

Nottinghamshire Police – Force Management Statement – Summary – OPCC

This is our fourth Force Management Statement (FMS), and it provides a comprehensive overview of the demand we have recently experienced and what we expect to face in the next four years. Future demand is considered within the Strategic Risk Assessment which in turn provides an indication of potential future risks to our service delivery across 52 discrete areas of policing.

This statement details our recent developments and further plans to improve our workforce and other assets, outlining our initiatives to reduce the gap between demand and capability. It also outlines the sound financial plans we have in place to enable us to achieve this. The FMS this year also provides an enhanced focus on our recent performance and in particular our recent and continuing efforts to reduce crime.

This FMS is somewhat unique as it also details the impact and our response to the recent and unprecedented Coronavirus pandemic (COVID). Despite this significant challenge it outlines our continuing progress made during 2020/21 as we have sought to maintain our momentum in delivering improvements, serving the public and realising our strategic objectives.

We are currently undergoing our HMICFRS PEEL assessment. This follows our previous May 2019 assessment and overall grading of Good, where our significant improvements in effectively reducing crime and keeping our most vulnerable safe were recognised. We are hopeful that this FMS will contribute to the newly designed continuous assessment framework by outlining the unremitting efforts of all our officers and staff which we believe has facilitated further improvement.

Overall Findings

The full findings of this year's Strategic Risk Assessment are detailed in the following section of this FMS. For the second year running we have used the Strategic Risk Assessment methodology to generate red, amber, and green (RAG) risk assessments for all key demand areas in order to identify potential challenges to future areas of our service delivery. This has enabled us to provide a direct comparison to our previous FMS (FMS3) and identify recent change. These findings demonstrate that we have successfully reduced the volume of areas scoring the highest risk grading of Substantial by three, with all previous FMS3 Substantial risk areas, other than cybercrime, being successfully reduced. Our two highest scoring areas are now cybercrime and modern slavery, organised immigration, and human trafficking.

Through the hard work of all of our officers and staff we believe that we have made solid progress. While there is always more to do, the investment we have placed in frontline resources has led to noticeable improvements. In relation to our previous PEEL Areas For Improvements (AFI's) we have recently been reality tested in relation to neighbourhood policing and contact management and early feedback has been positive. Similarly, progress has also been made in relation to our thematic inspections. Evidence recently submitted has successfully closed 16 recommendations for roads policing and fraud. Finally, for our last remaining open recommendations, evidence has already been submitted and through a combination of interviews and reality testing, we are confident these too will be successfully concluded.

Despite COVID, we have continued to prioritise Operation Uplift to expedite the realisation of benefits from our expanding establishment. Exploiting our existing healthy recruitment pipeline, we have been able to swiftly accommodate additional officers putting ourselves one year ahead of schedule. Building upon year 1 (2019/20) where we recruited 107 officers, in

this period we have successfully recruited another 110 officers. We are uplifting by a further 100 officers this financial year in year 3 (2021/22) and a further 40 officers in year 4 (2022/23) thereby ensuring the vast majority of our allocation of 357 is in place well before the extended deadline of March 2023.

Despite the continued increase in complexity and seriousness of our incoming demand we have been very effective in preventing and reducing crime. Prevention remains a key part of our approach and it is our overriding intent to stem demand at source and minimise the consequences. From June 2018, we started to reduce recorded crime levels and our 2019/20 All Crime figures demonstrated a 0.6% reduction compared to 2018/19. In this reporting period of 2020/21, we reduced All Crime by 21%, a significant reduction that equates to over 22,000 fewer crimes. This is the largest reduction recorded in England and Wales, with the exception of the City of London Police and although undoubtedly influenced by the COVID pandemic the level of our attainment is put into perspective when compared to national (13%), regional (12%) and MSG (14%) averages. Within this overall figure we have achieved some notable reductions within specific key crime types such as violence against the person, knife crime, various acquisitive crime, and sexual offences, which once again exceed national, regional and MSG averages. Our statistical predictions through to 2024/25, indicate further reductions against our pre COVID 2019/20 baseline with forecasted reductions ranging between 8% and 19%.

Throughout this reporting period we have remained committed to investing in our neighbourhood policing offer and have now successfully fulfilled our plans to roll out dedicated proactive neighbourhood Reacher teams across all of our 12 local policing areas. In the first six months of our full force roll out from October 2020 to March 2021 this activity has resulted in over 1,000 arrests, the execution of 200 warrants and 400 PACE searches and the seizure of 300 cars, 200 weapons, £200k in cash and 400 individual seizures of drugs.

We have also enhanced the provision of dedicated resources to tackling crime that really matters to our public. We have now established a second Knife Crime and Robbery team to complement our existing Burglary Teams. This has equipped both of our City and County command areas with dedicated teams to address serious violence and acquisitive crime. We have also strengthened and developed a number of our key investigative and safeguarding assets such as our Prisoner Handling Teams, Public Protection Teams, Criminal Investigation Department, and the newly established Vulnerability Hub.

It is our belief that this potent combination of enhanced prevention, deterrence, proactivity, and investigative capabilities has underpinned our success and provides a strong foundation to support further improvements in our service delivery.

Coronavirus pandemic (COVID)

COVID has significantly contributed to our recent 2020/21 demand profile with calls for service reducing by 7%, all incidents decreasing by 9% and recorded crimes falling by 21%. However, this overall demand reduction has been offset by the policing of the COVID pandemic restrictions, the impact on our own resources and the requirement to adapt our working practices.

Strong leadership has enabled us to continue to safely discharge our duties as an emergency service. Our response under Operation Bion remains effectively co-ordinated and managed through a dedicated GOLD group structure. Through this structure we have implemented a raft of innovations to ensure the continued effective delivery of our service, several which have been highlighted as good practice within the recent HMICFRS COVID thematic inspection.

We established a Resource Hub to ensure the best use of our people and equipment and implemented dedicated patrols within our communities which offered vital reassurance, advice, and enforcement when required. Ensuring the safety of domestic abuse victims was a priority for us so we were proactive in using social media, marketing the silent 999 & 55 tool, and providing online safety advice. To assure ourselves that victims were able to seek help across the partnership and voluntary sectors we sought expert advice from our Women's Aid Partners. This advice helped us restructure how we support medium risk domestic abuse survivors, moving away from physical revisits by our Neighbourhood Policing Teams and implementing more effective support from our Research and Insight Team. The additional neighbourhood policing capacity remains refocused on reducing perpetrator risk through the enforcement of Domestic Violence Protection Notices, court bail conditions and Stalking Orders.

Adopting a proportionate and balanced approach to COVID regulation enforcement has been vital in maintaining public confidence and trust in our service. We have followed the national 4Es guidance and in the early months of the pandemic from the end of March to September 2020 we used fixed penalty notices (FPNs) sparingly issuing less than 100 a month, and instead focusing on public engagement, explanation, and encouragement. However, as autumn came and infection rates grew, we increased our use of FPNs issuing 172 in October and over 500 in November. During this time, we were the first force to administer a £10k fine. As of the end of June 2021, we have issued 3,065 FPN's which is slightly above the national average.

Section 1: Finance

Whilst recent funding announcements are a hugely positive step, since 2010 our budget has reduced by £50 million which at its lowest point resulted in a 21.5% reduction in police officer numbers. This is despite a changing and increasing population which inevitably generates increasing volumes of demand and constituent complexity.

The increase in funding for 2021/22 will help us build on the investment in our frontline resources, however even with this welcomed investment meeting demand is still an ongoing challenge. This emphasises the importance of investment in new technologies, fit for purpose buildings, high quality and efficient enabling services, and ongoing training and development of both officers and staff, all of which are in our plans.

This challenge coupled with that of our key strategic public sector partners some of whom have experienced even greater fiscal challenges than ourselves, is likely to put additional demands on the service as we move back to more normalised activity following the COVID pandemic. Our previous Police and Crime Commissioner fully supported maintaining policing resources and used council tax setting freedoms to the full. We have played a full part in maximising the use of resources and delivering efficiencies allowing for further increases above the uplift target.

The cumulative effect of grant freezes, precept differentials and an out-dated funding formula could serve to potentially frustrate our strategic objective of reducing crime. In general, the traditionally more urban, deprived, and higher volume crime areas are often finding themselves on the wrong side of the current formula. Whilst the uplift funding is very welcomed it does nothing to address this systematic unfairness. This also has a growing impact upon collaborative and national financing arrangements. We welcome the recent government announcement that this is now being looked at formally.

The short-term impact of the COVID pandemic has been managed with the help of an additional government grant. Looking ahead we have ambitious recruitment plans which are delivering at pace alongside some sound and tested plans which continue to deliver financial

savings in the short, medium, and long-term. The drive for efficiency in support costs either organisational or operational will continue. The completion of Programme Regain will see transactional services returned in-house delivering significant performance and financial benefits. We will also continue to realise further ongoing savings from our exit from our vehicle fleet PFI contract. The aim is to ensure our costs in respect of these activities are amongst the most efficient when compared to other police forces and the latest Value for Money (VfM) profiles continue to show that this ambition is being realised.

Our improved budgeting performance, the continuing development of our Annual Departmental Assessment process, more certainty of central government funding, and greater discretion in the setting of local taxation levels will all assist moving forward. Therefore, our finance and operating model is considered to be above the minimum standards and is sufficiently robust to be sustainable in the short, medium, and long-term.

Section 2: Wellbeing

We recognise that our workforce are our most valuable asset, and the health and wellbeing of our colleagues is pivotal in achieving our policing vision and strategic priority to become an employer of choice.

Our previous 2019 Durham University Staff Survey results showed that our workforce had strong clarity of our vision, high levels of job satisfaction, were motivated to serve our public, believed the force to be fairer than when the last survey was previously conducted, and we had supportive leadership. The results were consistent across the organisation from both officers and staff with no outlying departments. Our people did tell us that they needed help in achieving a healthy work life balance, techniques to ensure sufficient sleep and that there were still some hinderance factors and red tape in our working practices that frustrated them in delivering our services.

We have used these survey findings to shape our approach and to develop our initial wellbeing communication plan. We launched a bitesize video to let our people know the results and what we intended to do to address the issues they raised. We have continued to use bitesize animations to reinforce our commitment to the wellbeing of our staff. We have supplemented the Durham University Survey outcomes and our awareness of staff needs with pulse surveys, polls, Deputy Chief Constable (DCC) roadshows, our dedicated wellbeing email address and through feedback from our extensive network of Wellbeing Champions and Ambassadors. Therefore, we are confident that we now know the issues that affect our staff.

We launched our wellbeing strategy in late 2019 and used bright and fresh branding to ensure our staff recognised initiatives and work around wellbeing. The strategy was launched as our roadmap to wellbeing, and this continues to be supported by a dedicated monthly input by the DCC to the organisation in the form of roadshows, vlogs and webinars. With a dedicated intranet site which provides information, advice, guidance, and signposting, we have focussed on the issues and concerns raised by our workforce throughout.

As part of our 4-year strategy, the DCC chairs the Strategic Wellbeing Board which comprises of senior officers and departmental heads to ensure appropriate direction, support, and momentum in meeting our strategic wellbeing aims. This group is underpinned by a Tactical Wellbeing Group that devises, co-ordinates and delivers the thematic Wellbeing Plan and ensures it links to the strategy and that evaluation is meaningful.

In 2020 we provided a dedicated wellbeing budget which is managed through the Tactical Wellbeing Group. The Tactical Wellbeing Group is supported by all the force networks, staff associations and Police Federation and we have grown this group to now comprise of 12 Ambassadors and 121 Champions across the organisation who each ensure that supervisors

and colleagues are able to make a valuable contribution to wellbeing in addition to signposting, triage and contributing to evaluation.

To ensure our approach is delivering results we have recently re-run the Durham University Staff Survey, and this achieved an improved 51.9% response rate from 49.6% in 2019. The results have very recently been returned and in the main these are encouraging. Overall, our staff have told us that they are happy, have the tools to do the job and can see more staff and officers arriving. Furthermore, they welcomed the wellbeing agenda and the focus that has been put on this important topic since the last survey. Specifically, our staff told us that we were making progress in reducing red tape, that they are satisfied in their job, and that the organisation is perceived as being inclusive and fair. The results also suggest that our staff remain committed to our core values of serving the public and that emotional energy was high, which is impressive considering the additional challenges presented by the pandemic.

Whilst these results suggest we are progressing and concentrating in the right areas, we are not complacent and remain committed to enhancing wellbeing across the organisation and being an employer of choice.

Section 3a: Responding to the Public - Requests for Service

Throughout the pandemic and following the recent introduction of our new command and control system, we have ensured resilience and high levels of first contact performance. During 2020/21 our 999 calls decreased by 7.0% and we answered 93.6% within 10 seconds with an average answer time of 2 seconds and abandonment rates of less than 1%. Our 101 calls also decreased by 7.1%, with 66.4% being answered within 60 seconds.

Between January and July 2021, and the gradual return to pre-COVID demand, our performance has continued to improve. The level of 999 calls answered within 10 seconds have risen to 96.3%, with an average answer time of 1 second and an abandonment rate of 0.1%. Also, our 101 calls answered within 60 seconds rose to 89.5%.

Following the 2017 internal evidence-based review of our Contact Management department, we have continued to strengthen our Force Control Room (FCR) by recruiting above establishment for call handlers. This has helped to ensure continuity of our essential services in effectively managing public requests for service.

During 2020, we successfully embedded our new command and control system SAFE. This system provides us with a more effective call-handling platform ensuring greater oversight and transparency and has amalgamated eight systems into one. We continue to identify and implement enhancements to maximise our return from this significant £3.1m capital investment.

We have made steps to further improve the contact services we offered to our diverse communities. Through the expansion and adoption of Intelligent Voice Recognition System (IVR), Single Online Home (SOH) and accessibility channels such as Sign Video, Pegasus, Emergency SOS and Big Word we have provided other means to contact Nottinghamshire Police away from the traditional English speaking phone service. During COVID, the IVR provided a non-emergency call-back facility helping to prioritise our response to the greatest threat, risk, and harm, whilst SOH was used to report COVID breaches at the height of the pandemic without blocking emergency lines. At the peak of the pandemic, we received more than 250 portal reports per week. Moving forward our adoption of SOH will provide greater opportunity to report crimes and contact us through the online national portal.

Section 3b: Responding to the Public - Incident Response

Our overall response and attendance at the most serious incidents remained strong and has improved. Between 2019/20 and 2020/21, the percentage of Immediate Grade 1 incidents attended within target increased from 76% to 77%, with average attendance time decreasing by 11%. Urgent Grade 2 incidents attended within target increased from 51% to 58%, with average attendance time decreasing by 49%.

All response officers now have personal issue laptops and mobile devices which provide access to key force systems ensuring they remain fully agile. All frontline Response and Authorised Firearms Officers (AFOs) have access to personal issue Body Worn Video (BWV), enhancing our ability to glean vital evidence in line with national guidance on serious and critical incidents, whilst also supporting our transparency and legitimacy in dealing with the public via retrospective scrutiny.

Ensuring that our response staff are provided with the right technology, personal protective equipment, vehicles, and effective leadership has ensured a very successful approach to demand management. In addition, the expansion of our investigative and neighbourhood teams has increased response staff capacity enabling them to be more responsive to calls for service and deliver enhanced visibility and accessibility within communities.

Section 4: Prevention and Deterrence (Neighbourhood Policing)

In line with emerging National Crime and Policing Measures and the Home Office's wider crime reduction ambitions, we have continued to prioritise the prevention and deterrence of all crime. Although led by our Neighbourhood Policing Command we promote a holistic approach for all areas of our policing with the strategic intent to stem demand at source and minimise the consequences.

As mentioned in the overall findings section, within 2020/21 we have seen considerable reductions in a number of key crime types that have exceeded national, regional and MSG averages. This has included reductions in theft by 33%, robbery by 36%, burglary by 34%, vehicle offences by 36%, violence against the person by 13%, knife crime by 15.3%, sexual offences by 23%, drugs offences by 9% and possession of weapons by 11%.

We are determined to send a clear message that crime will not be tolerated through our endeavours to bring offenders to justice and securing appropriate criminal justice outcomes. This is evidenced by the recent VfM profiles that places us in 5th highest position for suspect identification and action. A recent national justice report also confirms our robust approach to prosecutions and identifies that we are 7th highest user of prosecutions by proportion for low level crimes.

Our strong approach to securing justice for our victims and deterring criminality is reflected in both our positive outcome rate and proportion of our all crimes which lead to a charge or summons, both of which are higher than national, regional and MSG averages. However, we recognise the need to continue to further drive improvements.

Although previous progress for our neighbourhood policing offer has been acknowledged by peers, the College of Policing and HMICFRS, we have introduced a number of significant resourcing and developmental initiatives. Consequently, we now consider ourselves to be in a much-improved position in relation to our capacity, capability, and service delivery. These improvements have been delivered in response to our AFIs, to implement the findings of the 2018 College of Policing guidance and ultimately to better serve our public.

Our newly formed Neighbourhood Policing Hub (NPHub) has brought together the key functions of problem solving and crime prevention. Formed with the support of our key

partners, the NPHub assists frontline practitioners in addressing issues in their area. This assistance can include the provision of data and analysis, the deployment of crime prevention and designing out crime specialists, and formulating, implementing, and evaluating new initiatives through our What Works Board. The hub also formally supports our local practitioners through learning and professional development.

We purposefully aligned our Operation Reacher teams to our Neighbourhood Policing Command as these teams offer an effective proactive capability that can be tailored to address local issues. This in turn enables these teams to build improved community relationships and gather intelligence to ultimately deter and disrupt crime before it happens. The Reacher performance figures quoted in opening section demonstrates that this approach is delivering exceptional results.

Our vision of having, as far as practicable, all local policing assets including response, CID, and neighbourhood policing co-located with partners has now been achieved. Across our county command we have co-located within partnership hubs at Worksop, Mansfield, Ashfield, Gedling, Broxtowe, and Rushcliffe. Within our city command every station houses joint police and council teams, with Central Police Station at Byron House being the city's main partnership hub where all strands of the City Council's community protection team, including Safer Housing, Trading Standards, Licencing, Environmental Health and Parking Enforcement, are integrated with our resources. This co-location has enhanced data and information sharing to address vulnerable people, premises, and locations in real-time. All of this activity is assessed and evaluated using our SARA aligned joint problem-solving methodology.

Recent findings from the OPCC's Police and Crime Survey has seen a marked improvement of 6% since March 2020. Throughout the pandemic local confidence and the feeling that we are doing a good job has improved significantly.

Section 5: Investigations

FMS3 identified there had been a marked increase in complexity and demand which created growing resource pressures on our investigative teams. This was compounded by the increasing requirement for digital device analysis, review, and disclosure of material. In recognition of this we have significantly increased our Prisoner Handling Teams and Criminal Investigation Department capacity by 30 constables and further uplifted Public Protection by 2 sergeants and 21 constables.

Currently 30% of our resources are assigned to investigative roles. To achieve this, we have led a proactive recruitment drive to actively encourage skilled investigators to transfer and have also continued to offer other recruitment through a variety of routes including Graduate Investigators (GI), Police Staff Investigators (PSI's), and the Fast Track to Detective Programme.

Last year we referenced our plans to expand our dedicated robbery resources to form two teams and we have delivered on this promise. Likewise, we have rolled out a further knife crime team. As a consequence, we now operate with two dedicated teams to specifically address our burglary, robbery and knife crime demands.

This combination of strengthening investigative resource and the of expansion of key dedicated teams has led to some impressive results. As mentioned previously, and although still with room for improvement, our positive outcome rate and proportion of our all crimes leading to a charge or summons remains higher than national, regional and MSG averages. Furthermore, our co-location of detectives with their neighbourhood and response colleagues has continued to work well and raise the standards of investigations.

In response to the expanding digital investigation requirements, we have commenced a phased implementation of a Digital Evidence Management System (DEMS) which will significantly reduce demand on our Digital Investigation Unit creating resilience for our specialists to undertake more complex work and improving our criminal justice processes. Development of our county wide ANPR capabilities has continued with enhanced coverage in our Rushcliffe and Newark areas. A replacement program has been established to maintain current capabilities over time and to upgrade our Operational Support vehicle systems.

The pandemic has presented some acute challenges for Her Majesty's Courts and Tribunals Service in regard to criminal justice case management and progression. Delayed cases have increased our workload and delayed outcomes for victims and witnesses. Despite this our own performance has remained strong with our effective trial rates currently scoring 40.8% against a national average of 39.3%. Our file preparers are now performing a cradle to grave approach and 6 permanent Evidential Review Officers have been introduced to assist with improving file quality across the force. This has successfully reduced rejection rates from 82% to around 25% and further improvements are anticipated.

Despite the disruption caused by COVID we are still on track to open the new Nottingham Custody Centre within budget and on time. The facility has been purposely designed to deliver an improved service to detainees and secure efficiencies in new operating practices. The new premises incorporates a vulnerability wing which will deliver enhanced care to detainees with additional needs. The layout of the new building is designed to maximise safety through effective management of high-risk detainees and will improve our ability to secure effective investigative outcomes.

Section 6: Protecting Vulnerable People

Although awarded a grading of Good by HMICFRS in March 2019 with regards to how we protect vulnerable people we have continued to strive for improvements by ensuring our own approach is holistic and comprehensive. The continued need to prioritise and effectively address vulnerability requires us to be responsive to local needs and to work in collaboration with partner agencies to effectively address such complexity. Partnership working is one of our strengths and we have continued to focus on identification and safeguarding through information sharing and proactive intervention.

We predict that future demand will continue to grow or at least stabilise at consistently high levels across a number of key vulnerability areas, including safeguarding for both adults and children, harassment and stalking, hate crime, mental health, child sexual exploitation and modern slavery, human trafficking and organised immigration crime.

In recognition of this we have taken steps to strengthen our commitment to making Nottinghamshire a safe place to work and live. As stated previously we have once again invested in Public Protection, building upon year one uplift allocation of 1 sergeant and 10 constables with an additional 2 sergeants and 21 constables. This has enabled us to significantly expand our teams and facilitate the introduction of polygraph safeguarding techniques. We have also developed various police staff roles including a Stalking Safeguarding Officer and dedicated Civil Order Officer.

We have also looked to realise gains through enhanced co-ordination and leadership and one of the ways we have sought to achieve this is through our newly established Vulnerability Hub that now brings together our response to hate crime, missing from home and mental health.

For missing from home episodes, we have built upon our previous 2019/20 reduction of 15% by continuing to address vulnerability and reducing reports by a further 21% in 2020/21. We estimate that this reduction in demand has secured an approximate non-cashable time

efficiency saving of £1.5m.

Access to mental health support, most specifically for young people, remains a significant factor in incidents requiring police attendance. Nationally mental health provision has previously been described as creaking. Therefore, to assist the policing of mental health incidents, additional funding has provided for two additional psychiatric nurses to bolster our effective Street Triage Team. This has enabled the team to focus on delivering further demand prevention initiatives and interventions.

Our hate crime performance remains strong with recent public satisfaction figures of 81.6% and positive outcomes increasing from 14.0% to 15.6%. These improvements to service delivery have been achieved due to a continued drive to improve awareness and understanding of hate within the organisation via a number of training offers which have also been extended to partners. In 2016, we became the first force to recognise and include misogyny as a non-crime hate strand and we have undertaken recent activity to continue to raise awareness and improve reporting.

Addressing child criminal exploitation (CCE) remains a priority. Over the past year both ourselves and partners have invested resources into tackling child sexual exploitation, county lines and gangs. We have recruited two CCE officers who coordinate partnership responses through a variety of multi-agency forums that focus on CCE, sexual exploitation and modern slavery.

We recognise that modern slavery, organised immigration crime and human trafficking victims are often vulnerable and exploited people, and this area of criminality has grown across the globe in recent years. Consequently, we have aligned our response under our specialist Serious and Organised Crime Unit Command and have established a dedicated Modern Slavery and Organised Immigration Crime Unit that comprises a detective sergeant and 6 detective constables, becoming the first force in the region to have PIP2 resources exclusively dedicated to these types of investigations. We intend to grow resource in this area as part of the Regional Organised Crime Unit uplift.

We are in the process of building a new and improved Sexual Assault Referral Centre with a target completion date of April 2022. This will further improve our service to victims of sexual assault and ensure compliance with Forensic Science Regulator and UKAS requirements.

For this year's FMS we have also provided an explanation of the extensive work we do to safeguard our public and to support lead agencies in addressing specific social vulnerability issues such as alcohol abuse, substance abuse and homelessness.

Section 7: Managing Offenders

As anticipated in FMS3 we have continued to see an increase in the demand placed upon our own teams and partners in managing sexual and violent offenders. Despite COVID, both the number of Registered Sex Offenders (RSOs) and MAPPA eligible offenders increased last year.

In this reporting period IOM took responsibility for the COVID early release scheme, acting as gatekeepers ensuring every release was carefully researched and supported or opposed in accordance with the risk presented.

Our Integrated Offender Management (IOM) approach includes the top 40 highest risk serial domestic violence perpetrators in the county and ensures that the allocation of our resources and prioritisation of our work is weighted towards threat, harm, and risk. We manage 203 offenders in the community or who are serving short term prison sentences and a further

146 offenders in prison on sentences in excess of 4 years with over 80% having convictions for violence.

The national IOM refresh, with an emphasis on reducing high volume reoffending, has introduced Fixed, Flex and Free cohorts that will be performance monitored nationally. This will move the primary focus firmly towards serious acquisitive crime offenders and we will progress delivery through the Nottinghamshire Reducing Reoffending Board.

Despite the high volumes our performance continues to be strong with the Risk of Reoffending score in 2020 showing an average reduction between IOM entry and exit of 81%. Data from the Independent Domestic Violence Advisors scheme shows further improvement with 100% of their referred survivors now feeling safer and at less risk when their linked offenders were managed by the IOM scheme. Encouragingly a high number of those survivors reported a cessation of physical and emotional violence.

Effective partnership working is a key factor in successfully managing offenders and we have prioritised our efforts accordingly. The Nottingham City Council initiative of a seconded Children in Care and Criminal/Sexual Exploitation Officer has been extended to our county area to better address issues of risk, safeguarding and exploitation right across Nottinghamshire. Our two recently recruited CCE Co-ordinators not only provide consistency of attendance and approach at the case-specific strategy meetings, but also will be well placed to detect emerging issues and trends and identify opportunities for process improvement.

We have exploited technological advancements to effectively manage dangerous individuals in our community, including RSOs. Securing Home Office funding we have successfully delivered on enhanced digital monitoring and are soon to introduce polygraph technology into the force.

Section 8: Managing Serious and Organised Crime

We have further strengthened our approach to managing serious and organised crime through enhanced proactive capability and capacity within both our Local Policing and Crime and Operations commands.

For Crime and Operations, we have continued to evolve our in house Serious Organised Crime Unit (SOCU) with surveillance operatives and specialist investigators. Additionally, through the uplift of detective posts we have separated the previous Modern Slavery and County Lines unit into 2 separate units, namely the County Lines Unit (CLU) and a Modern Slavery and Organised Immigration Crime Unit (MSOICU), providing enhanced capacity and specialism. For Local Policing this has included the role out of our 12 Reacher teams and the introduction of the second knife crime team. As mentioned previously, despite the challenges posed by the pandemic, the positive impact of our enhanced capabilities and proactivity is demonstrated within our recent results.

In 2020/21 our Serious Crime Task Force supported 49 covert operations, executed 39 warrants, processed 53 suspects, and charged 22 offenders. We have continued to work in partnership with our regional collaboration EMSOU and currently have 13 separate SOCU prosecutions impending at Crown Court against members of 8 Organised Crime Groups (OCGs).

Firearms offences reduced by 3% in 2020/21 however we achieved another yearly record for firearms and / or ammunition recoveries. Our search activities secured 163 recoveries an increase of 25 from the previous year.

Addressing knife crime remains a force priority and we have continued to secure impressive results through our expanded dedicated Knife Crime Team and the collaborative work of the Nottinghamshire Violence Reduction Unit. In 2019/20 we bucked national, regional, and MSG increases by reducing knife crime by 12.3%. In this most recent period of 2020/21, we reduced by 15.3%, again exceeding the national, regional and MSG reduction averages. We now have less knife crime per 1,000 population when compared to the national average with Nottinghamshire reporting a figure of 0.62 in 2020/21 compared to the national average of 0.74.

We have reduced all drug offences volumes by 9.4% and have also successfully identified and targeted high harm offence types. This resulted in a 14.7% increase in adult drugs trafficking offences in 2020/21 and a 37.4% increase in production offences, with 94% relating to cannabis. In 2020/21 our Drugs Support Team (DST) dismantled 125 cannabis grows and we seized 25,300 plants, a 127.3% increase on the previous year. These seizures had a street value around £12-24m and 3,300 of these cannabis exhibits were identified and weighed by the DST, saving an estimated £128k in laboratory testing costs.

The policing of organised crime is becoming increasingly complex and demanding. In this period, we have noticed an increasing number of foreign nationals linked to organised crime, the diversification of OCG activity into different crime types and activity becoming more sophisticated with the advancement of technology. Through our OCG management regime we have successfully increased our number of mapped OCGs by increasing intelligence coverage on both established OCGs and Emerging Criminal Networks. As a consequence, we currently manage 32 active OCGs, an increase of 7 OCGs from levels at the time of FMS3.

Meeting certain demands from Serious and Organised Crime (SOC) remains a challenge. The local and national focus of recognising children involved in criminality and specifically County Lines (CL), as potential victims of exploitation has led to a significant increase in multiagency safeguarding referrals. This has generated additional opportunities to gather intelligence and disrupt CL activity. There are currently 51 children under the age of 18 years identified at risk of CL exploitation within Nottinghamshire and in 2020/21 CL intelligence submission increased by 22%. As mentioned previously we have responded to this through the establishment of our dedicated County Lines Unit and through enhanced partnership working with the local authority, specifically through our initiation and participation in CCE strategy meetings that in 2020/21 increased by 59%.

Cybercrime continues to increase and present challenges, last year there were 545 cyber dependent crime reports compared with 497 the previous year, representing a rise of 9.7%. We have in part, driven this increase through our engagement with local communities, schools and businesses which has increased awareness and reporting. COVID has also significantly contributed to a further upturn in cybercrime. During lockdown more individuals turned to the internet for routine tasks and criminals adapted to exploit these changes through social engineering and phishing. This increased dependence on technology and growth in the cyber economy exposed more people and organisations to cyber-attacks and cybercrime and these behavioural changes are unlikely to revert after the pandemic ends. Due to previous and forecasted demand, we have strengthened our cybercrime team in 2020/21 and have plans to further bolster detective numbers in the year ahead. This investment has ensured our performance has been strong and in 2020/21 we achieved a joint 3rd position nationally in terms of securing cyber-dependent judicial outcomes.

We successfully addressed rising fraud demand in 2020/21 with investigations being down slightly from 2019/20. Being cognisant of the recommendations from the HMICFRS Fraud - Time to Choose report, we have implemented a fraud triage model. This includes triage assistants within our FCR who ensure the delivery of a proportionate, transparent, and consistent response across the Prevent, Protect and Pursue spectrum, or alternatively transfer

to a more appropriate agency. We now have a greater focus on the identification of vulnerable victims and their safeguarding, signposting to our Fraud Protect team as necessary. Despite our recent progress, recorded fraud offences are predicted to increase slightly into the future due to rising awareness, improved reporting, and national trend changes.

Section 9: Major Events

Demand relating to civil emergencies has been high during this period due to flood events, the implementation of EU Exit preparedness and our response to COVID through Operation Bion.

The successful delivery of Operation Bion has required us to effectively respond to national, regional, and local information and requests as well as providing extensive force plans and guidance. We have also worked as part of the Local Resilience Forum (LRF) to ensure a multi-agency response, playing an active role within the Tactical Coordination Group and chairing the Strategic Coordination Group and Communications Cell. To date we have successfully met these challenges utilising innovative practices to maintain operational effectiveness and organisational progress whilst keeping both our staff and the public safe. As mentioned at the start of this summary our response remains prioritised under the command of a GOLD group as we continue to recover to a state of pre-COVID normality.

The nature of our public order demand changed significantly in the reporting period due to COVID and other external factors. Demand reduced from the cancellation of regular events and sporting fixtures, but protest demand increased as a result of the Black Lives Matter movements, the anti-COVID restrictions movement, the Kill the Bill movement and unlicensed music events. These events were successfully policed, and positive community feedback was received.

We have continued to build upon the gains from our exit from the regional EMOpSS arrangements in 2018. This has enabled us to align our specialist operational support capabilities to local priorities and demand. We are cognisant that the Home Office recently reviewed the Strategic Policing Requirements and await the results. In the meantime, we continue to address the threat of firearms criminality and other serious weapon and violence related threats by analysing demand and identifying foreseeable threats through our Armed Policing Strategic Threat and Risk Assessment process.

The introduction of our ARV Patrol Strategy in 2020 has assisted in improving our Armed Response Vehicle (ARV) response performance. The strategy was informed by analysis of discharges, recoveries, incidents, and other operational demands across the force and directs ARVs to patrol specific areas. The availability of ARVs to meet shifting demands to the Mansfield / Ashfield and eastern county areas whilst maintaining effective patrols in the wider city areas has also proved effective. The average response of the first ARV to incidents in 2020 across the whole force area and to city centre incidents has seen further improvements from those previously achieved. This represents a significant improvement in our ability to respond to potential threats to our key crowded places.

We have also significantly increased taser capacity utilising Home Office funding to deliver a substantial uplift in the number of Specially Trained Officers within front line local policing roles.

We plan to uplift our armed capability over the next 12 months to help form part of a Road Crime team. This team will be supplemented by AFOs from the ARV groups as required for planned operations but will also be tasked to unarmed crime and roads related operations.

Section 10 – Knowledge and ICT Management

We continue to put technology at the heart of achieving improved efficiency and effectiveness and we have recently invested heavily in our Information Services (IS) department. This has enabled enhanced frontline support and improved the management of services, applications, and technology.

Our IS department have been pivotal in ensuring our continued effective operation during the pandemic. This has involved the extension and acceleration of agile working capabilities to enable regular and safe business practices across the force, including essential conferencing facilities to criminal and coronial courts. We secured approval from the National Enabling Programme (NEP) team to accelerate our use of a reduced form of Microsoft Teams which proved invaluable in enabling critical video conferencing with external agencies, including the LRF. We also procured, built, and deployed a further 700 laptops and accessories to staff to enable effective agile working and shielding.

Other vital technological advancements have also been made to improve our frontline capabilities. This has included the delivery of a further 1,328 BWV cameras, the deployment of 250 mobile fingerprint scanners and 100 barcode scanners to improve exhibit handling and storage.

To further improve our delivery and support changing organisational needs, we have brought our technical and business change project management resources together to create a single Business Change and Transformation Team. This development acknowledges the fact that our continued evolution will increasingly rely on IS for the delivery of organisational change.

Section 11 Force-wide Functions

People Services and Organisational Development (PS&OD)

Our People Service Support Teams and Health and Safety Teams have been instrumental in supporting our people through the unprecedented challenges of the pandemic. We have continued to monitor, manage, and reduce sickness to ensure efficiency and public value for money. Despite COVID we have maintained our year-on-year improvements in attendance with force wide sickness in 2020/21 being just 3.78%, compared to 5.07% in 2019/20.

Following our success as the first force to implement the Police Constable Degree Apprenticeship scheme and our delivery of Fast Track to Detective programme, work is now underway to develop and deliver the Degree Holder Entry Programme and the Degree Entry Route into policing. We have also developed the Specials to Police Constable programme and have successfully delivered the first national intake of this sort.

Special Constables (SC) and Police Support Volunteers (PSV) continue to make a valuable contribution to our policing. We have continued to heavily invest in this area and during 2020/21, and despite COVID challenges, we have successfully grown overall numbers by 28. Consequently, we now benefit from having 128 PSVs and 136 SCs and the collective contributions equated to an impressive 54,028 hours volunteered which based on relative national average hourly costs can be valued at £796k. We continue to work with both local universities and the College of Policing to develop the most effective future entry and conversion routes into policing.

Other key recruitment and organisational development has also been progressed during COVID. We have successfully increased Black, Asian, and Minority Ethnic (BAME) and female representation in both appointments and promotions. The recruitment market is buoyant, and we are currently building on recent success with targeted officer recruitment to attract talent from underrepresented groups. In 2020/21, 19% of our recruits were from a BAME

background and we achieved a 50% female recruitment ratio for the first time. A case study of our success was undertaken by the Commission on Race and Ethnic Disparities and was highlighted at the National Policing Board in March 2021. The Policing Minister conducted a virtual visit in February 2021 and was impressed to see the progress already made that places us one year ahead of schedule in respect of the Uplift programme. He also reflected on our diversity, particularly in respect of BAME recruits, together with the fact that retention of officers has remained high. Prior to Operation Uplift, we had a BAME representational figure of 3.8%. As of December 2020, this figure stood at 7.1% representing huge organisational change, making us the most representative force of those with a significant ethnic minority population of over 10% in the country.

Corporate Services

Our Corporate Services department has continued to provide essential support to enable operational activity and continued progress against our strategic change priorities. The NEP programme aims to roll out advanced Microsoft 365 technology to all forces, standardising methods of communication and data sharing. We have received approval to proceed to full force roll out, implementation has commenced and should be concluded by April 2022. Programme Regain, which looks to improve transactional support capabilities by bringing our payroll, finance, and human resources services back in force, has now successfully procured new systems. Data cleansing and transfer is now being progressed with a go live date for all new internal systems in April 2022. The DEMS system which will address a number of issues surrounding the capture, processing, sharing and retention of digital evidence has now been procured and implemented in July as part of a phased delivery process. SOH is due for adoption in November 2021, and this will offer an enhanced and more consistent way for members of the public to contact us and access our information and services.

Estates

In 2020/21, our primary demand has stemmed from our 2 major building projects. Despite the onset of the pandemic, and through effective project management and leadership these projects are still expected to be delivered on or below budget and within agreed timeframes. The cornerstone of our future estates strategy relates to the development of our current headquarters (HQ) to be shared with our Nottinghamshire Fire and Rescue Service (NFRS) colleagues. This £18.5 million project will enable financial efficiencies through the sale of our previous training facility at Hucknall Police Station. The new building will also result in lower revenue costs for both organisations through its energy efficient design. The project is on track to be delivered by 31st March 2022.

As mentioned previously we are also in the process of building the Nottingham Custody Centre which will replace our Bridewell facility in Nottingham city during the latter part of this year. Construction commenced last year to build the new 50 cell custody centre located on a brown field site adjacent to Radford Road in the city. We have recently sold the old Bridewell custody suite to Her Majesty's Courts and Tribunal Service.

In 2020, we have also progressed further co-location with our blue light partners by moving into our first tri-service base in Hucknall and moving into West Bridgford Fire Station. This has enabled us to maintain local footprints whilst also realising substantial capital recipes and savings from reduced running costs.

Professional Standards Directorate

In this period, we have seen the benefits of the new Performance Procedures and the Disciplinary Regulations. We are now more comprehensive in our recording of complaints, and we have improved the timeliness of our investigations. The new regulations place greater emphasis on learning and development, and in particular, there is a strong ethos of utilising

Practice Requiring Improvement (PRI) to address shortfalls in service delivery through to low level misconduct. So far, out of 73 finalised investigations under the new regulations, 33% have resulted in PRI.

Section 12: Collaborations

We place considerable emphasis on collaboration with blue light and local authority partners to develop shared accommodation, innovative solutions, and efficiencies. As mentioned above this has resulted in co-location and enhanced collaborative working at numerous sites across the force area providing opportunities to explore collaborative arrangements and realise efficiency savings.

We have also advanced other collaborative opportunities. Our joint police and NFRS Drone Team is now one of the most effective in the country and has helped us to locate at least 16 vulnerable missing people, including rescues from water and height, securing more than 52 arrests, and providing high-quality video evidence. In 2020/21 we have enhanced this collaborative capability by developing technology to stream video footage instantly to key decision makers and purchasing a new state of the art drone which has the ability to follow targets on a map and provide accurate geo-locational data from a distance of up to 1,200 metres away.

We continue to work with EMSOU colleagues through an established efficiency programme to ensure that our specialist operational collaborations continue to deliver the best possible value for money. Due to our demand profile, we have an enduring operational need to service more proactive action against local SOC and OCGs. Our force SOC teams are a crucial element of this approach and consequently, we continue to invest in our own surveillance and covert capabilities. Likewise, we continue to utilise major crime resources to provide surge capacity when there is an upturn in local investigative demand. We will continue to make effective use of these specialist regional resources through effective tasking and prioritisation in order to reduce the impact of serious offending upon the communities of Nottinghamshire. We also intend to increase our capacity and capability in the area of sensitive intelligence.

The EMSOU Forensic Service structure is the envy of other regions in relation to cost and outcomes. The external forensic marketplace has been turbulent over the last couple of years with the Radox Inquiry and the cyber-attack on Eurofins. However, the unit's contractual arrangements have provided a level of protection and we have avoided some of the difficulties that other forces have faced.

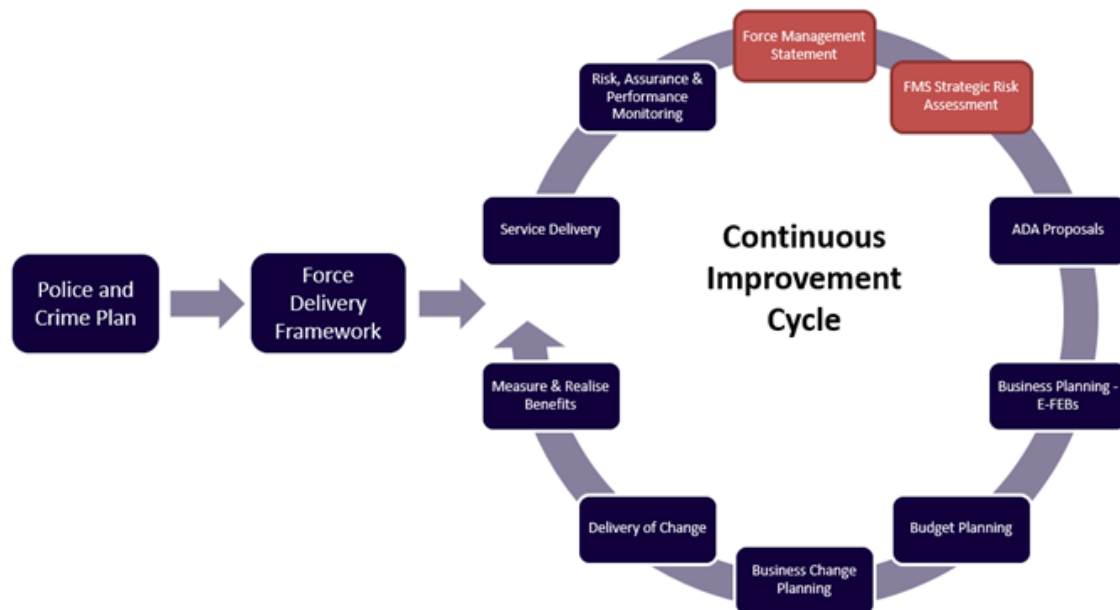
We have driven recent demand upon the East Midlands Police Legal Services collaboration, through our greater use of proactive civil orders to protect the most vulnerable in society, including Domestic Violence Protection Orders, Sex Offender Orders, disclosure applications to family court, and Stalking Prevention Orders. The unit have absorbed this additional demand within budget, and we are confident that this collaborative arrangement continues to deliver an efficient and effective service through a balanced model of retained and outsourced legal advisors.

Moving forward

Looking to the future we will continue to work with partners and our communities to make Nottinghamshire a safe, secure place to live, work and visit. In support of this we continue to focus on the delivery of our strategic priorities of engaging our communities, creating a service that works for local people and becoming an employer of choice.

Although we believe that our continued progress against these strategic priorities and resulting improvements to our service delivery is evidenced throughout this FMS, we recognise the

need for continuous and unrelenting improvement. Recognising its value, we have intentionally placed the FMS at the heart of our strategic planning process.



Consequently, this FMS remains a vital component in our continued evolution as it provides a key source of information to help inform future investment, prioritisation, and strategic direction. It is therefore our intention to fully utilise its findings in the pursuance of further organisational improvement as part of our unwavering commitment to provide the best possible policing service.

Declaration

This is the Force Management Statement for **Nottinghamshire Police**. Except where stated otherwise, the information in this statement is complete and accurate in all material respects.

Signed:

Craig Guildford
Chief Constable