

**Nottinghamshire  
Police and Crime Plan  
2024 – 2029**



**A Safer Nottinghamshire  
For All**

Consultation Draft  
25 October 2024

## FOREWORD

I feel privileged to publish my first Police and Crime Plan for Nottinghamshire which sets our strategic direction for crime reduction and policing in our area over the next five years. On taking office, it became immediately clear to me that we have some fundamental challenges ahead.

First, is the challenge of restoring public trust and confidence in policing and our criminal justice system. I know that this is a national issue and cannot be achieved overnight or by the police alone, but with a sustained effort to strengthen our neighbourhood policing offer, improve our engagement with communities and achieve better outcomes in response to issues that matter most to local people, I am confident that we can make a real difference here in Nottinghamshire.

Second, I am acutely aware of the difficult and uncertain financial circumstances we and our partner agencies face, and the budgetary pressures affecting the City Council in particular. It is therefore essential that we work better and smarter across our public, private and community and voluntary sector partnerships to deliver the best possible outcomes for the people of Nottinghamshire. It is in all our best interests to do so, and this Police and Crime Plan sets a number of clear priorities which I hope will help to focus our efforts.

And finally, it is my statutory duty to hold your Chief Constable to account for driving improvements in policing services. Nottinghamshire Police was recently found wanting by His Majesty's Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS). In March 2024, Nottinghamshire Police was placed under enhanced HMICFRS monitoring ('Engage' status) on account of improvements required in several important areas. This Police and Crime Plan supports the clear ambition I share with the Chief Constable – that, during my term of office, Nottinghamshire Police will emerge from 'Engage' status and become one of the strongest performing forces in the country.

I am confident that this Police and Crime Plan will help us navigate the difficult challenges we face so that, by 2029, our communities are safer and feel safer and our police service is stronger and more connected and responsive to the crime and anti-social behaviour issues and concerns that most affect you. The Plan is aligned to three strategic pillars:

- Communities and Victims First
- Strengthening Partnership Working
- Effective and Resilient Policing

Within these broader strategic pillars, I have set the following specific priorities:

- Tackling anti-social behaviour and other issues of community concern
- Tackling violence against women and girls
- Tackling knife crime and serious violence

This Plan is an ambitious one and it will require your involvement and support – across all our diverse communities in the City and the County. Everyone should be safe and feel safe in their community and have confidence that, if needed, the police and other community safety and criminal justice agencies will be there for them.

But we can only do this by working together to create and sustain a safer Nottinghamshire for all.

Gary Godden, the Police and Crime Commissioner for Nottinghamshire

# The Police and Crime Plan

Police and Crime Commissioners (PCCs) have a statutory duty to issue a Police and Crime Plan (the Plan) for their force area. The Plan must set out the PCC's police and crime priorities for their term in office and details of the resources that the PCC has made available to support crime and disorder reduction and help victims and witnesses of crime and ASB.

This Plan sets the strategic direction for policing and crime services across Nottinghamshire for the 2024 to 2029 period. It has been developed and informed by evidence of local need and a programme of extensive consultation and engagement with communities, partner agencies and other stakeholders.

The Plan is underpinned and supported by a wide range of products and information, including the:

**Nottinghamshire Police and Crime Needs Assessment:** An annual assessment which provides an overview of the main issues, risks and threats that are likely to impact upon crime, community safety and criminal justice over the next four years.

**Annual Police and Crime Delivery Plans:** Annual plans from the Office of the PCC, Nottinghamshire Police and our partnerships which set out the specific actions and activity to be delivered in each financial year necessary to deliver the Police and Crime Plan.

**Quarterly Performance and Insight reports:** Bespoke performance reports which track a range of key indicators linked to the Police and Crime Plan on a quarterly basis and help to identify and respond to emerging areas of risk.

**PCC's Annual Report:** Provides an annual overview of progress made in delivering the Police and Crime Plan. PCCs have a statutory duty to publish an annual report.

You can find further details of the wide range of other interdependent plans and strategies that support the Plan on page 25.

## A Safer Nottinghamshire for All

**Vision:** A Nottinghamshire where communities are safe, feel safe and have the highest levels of trust and confidence in local policing, community safety and criminal justice services.

### Police and Crime Plan Priorities

| <b>Communities and Victims First</b><br><i>Working with and for communities to drive improvements in public trust and confidence in the police and criminal justice system</i>   | <b>Strengthening Partnership Working</b><br><i>Working with partner agencies to drive reductions in crime and anti-social behaviour and better protect communities from harm</i>   | <b>Effective and Resilient Policing</b><br><i>Supporting Nottinghamshire Police to become one of the strongest performing police forces in the country</i>  |
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| <p>More visible, accessible, and resilient <b>Neighbourhood Policing</b></p> <p>Working with communities to tackle <b>Anti-Social Behaviour</b> and other issues of greatest local concern</p> <p>Ensuring <b>victims</b> get the help they need and have a stronger voice in shaping local services</p> <p>Greater <b>transparency and accountability</b> in serving and working with our communities</p> <p>Improving outcomes for <b>children, women and girls and minority communities</b></p> | <p>Embedding a shared focus on <b>prevention and early intervention</b> approaches</p> <p>Ensuring our partnerships are working to <b>protect vulnerable people</b> from harm and <b>keep communities safe</b></p> <p>Improving the efficiency and effectiveness of our <b>Criminal Justice System</b></p> <p>Working in partnership to prevent and tackle <b>Violence Against Women and Girls</b></p> <p>Working in partnership to prevent and tackle <b>Serious Violence</b>, including <b>knife crime</b></p> | <p>Improving the quality and effectiveness of our <b>police response</b></p> <p>Ensuring our police have the resources, training, <b>skills and capabilities</b> to effectively do their job</p> <p>Improving the quality of <b>investigations</b> and proportion of crimes effectively solved</p> <p>Ensuring a high degree of <b>integrity and standards</b> in policing</p> <p>Ensuring efficiency and <b>value for money</b> in the delivery of policing and its support services</p> |

### Statutory Responsibilities

I am also committed to delivering against my statutory responsibilities to hold the chief constable to account for:

- Promoting equal opportunities, working to eliminate discrimination and harassment and delivering the ambitions of the Police Race Action Plan
- Work with partner agencies to safeguard and promote the welfare of local children, including work to identify and respond to their needs
- Delivering on other priorities for policing set nationally by the Home Secretary which include terrorism, serious and organised crime, cyber-crime and child sexual exploitation.

## Victims and Communities First

*“I want to work with and for our communities to drive improvements in public trust and confidence in the police and criminal justice system.”*

Everyone has the right to feel safe in their community and have confidence that the police will be there when needed, take their concerns seriously and treat them fairly and with respect. Sadly, however, we have seen an erosion in public trust and confidence in the police over recent years.

This Plan aims to restore public trust and confidence by strengthening neighbourhood policing across Nottinghamshire and ensuring that officers are visible, accessible and working to tackle the issues that matter most to our communities. I will also work to improve the experience of victims of crime and anti-social behaviour and provide greater transparency and accountability in the delivery of policing services – engaging and involving all communities wherever appropriate.

### **More visible, accessible, and resilient Neighbourhood Policing**

Whilst central government has pledged to invest in neighbourhood policing and PCSO numbers, turning this into a reality in the current financial climate will take time. I am committed to doing all I can in the meantime to strengthen the visibility, accessibility and capacity of our neighbourhood policing teams and get more police back on the beat. My plan ensures a focus on prevention and early intervention and developing stronger connections with the communities the police serve. To achieve this, I will:

- Support local and national work to increase the number of neighbourhood officers operating in your area, including reforms to Nottinghamshire’s Policing model and ensure neighbourhood policing officers are only taken off to perform other policing duties in exceptional circumstances;
- Continue to drive improvements in the quality of engagement between neighbourhood policing teams and communities and support the implementation of a new national Neighbourhood Policing Guarantee;
- Ensure residents know who their neighbourhood teams are and how they can be contacted and further the reach and impact of social media in raising awareness of work being undertaken in your area;
- Increase awareness of and involvement in opportunities for engaging with local policing teams, including physical and online neighbourhood forums;
- Ensure that we are making best use of our community hubs to provide a local presence and explore new opportunities for multi-agency collaboration.

## **An improved response to Anti-Social Behaviour and other issues of greatest local concern**

Anti-social behaviour (ASB) remains the most prevalent community safety issue affecting local residents. I am committed to ensuring that the police work with partner agencies to effectively identify and respond to the issues of greatest local concern. With swifter and earlier intervention, we can prevent more serious offending and significantly improve the quality of life for many local residents. To help achieve this, I will work with the police and partners to:

- Ensure our neighbourhood teams have a better understanding of their local communities and the issues that affect them by driving improvements in engagement, insight and analysis of local concerns;
- Ensure our officers have the skills and resources to address the issues that are important to local communities, particularly in tackling dangerous and anti-social use of the roads and drug use and drug dealing;
- Improve knowledge of the roles, responsibilities, tools and powers agencies have in the response to ASB and improve the triage process to ensure the right agency is available at the right time to provide an effective response;
- Support the national roll out of 'Respect Orders' which will ban persistent adult offenders from town centres and force fly-tippers and vandals to undertake reparative activity;
- Empower more communities to tackle issues affecting their area through schemes such as street watch, neighbourhood watch and community speed watch.

## **Ensuring victims get the help they need and have a stronger voice in shaping local services**

All victims of crime should have access to the support services they need and feel confident that, if they contact the police, they will be taken seriously and protected. I am committed to ensuring that the services I commission are robust, resilient, and effectively meeting the needs of service users. I am also committed to ensuring that our services are shaped and informed by the views of victims, survivors and witnesses. To achieve this, I will work with partner agencies to:

- Improve reach and take up victim services, provide greater clarity on who victims can contact for support and ensure that they can do so in a way that best suits them;
- Ensure victims and witnesses have a stronger voice in shaping the services they receive. This should include work to better understand and improve retention across our victim services;
- Ensure compliance with all aspects of the Victims' Code of Practice and work with partner agencies to improve understanding of victim service outcomes across the wider criminal justice system;
- Improve our processes for keeping victims informed and ensure appropriate, timely high-quality feedback;
- Ensure compliance with new duties to collaborate in the commissioning of victim services and work with the sector to secure a more sustainable future. This includes work to sustain victim advocacy and navigator roles across the criminal justice system.

## **Greater transparency and accountability in serving our communities**

Nottinghamshire police are your police service. As such, you need to be assured that they are delivering value for money, working effectively to keep communities safe, tackling the issues that matter most and are using their powers legitimately and proportionately. I am committed to making Nottinghamshire Police more accountable to you. To achieve this, I will:

- Strengthen our arrangements for holding the Chief Constable to account by introducing new governance and assurance mechanisms;
- Improve transparency by making more information available in the public domain and better involving local residents in my work to hold the Chief Constable to account;
- Improve knowledge and awareness of ASB Case reviews, the Victim's Right to Review and other options available to the public to escalate matters that they feel have not been dealt with effectively;

- Involve more residents and communities in scrutinising aspects of policing and police performance through schemes such as Independent Custody Visiting, Animal Welfare and new Mystery Shopper activities.

### **Improving outcomes for children, women and girls and minority communities**

Among the diverse communities that make up Nottinghamshire's population, we know that some groups face additional barriers to accessing services or feeling able to trust police and partner agencies. We have much to do if we are to earn the respect and confidence of all Nottinghamshire residents, particularly in areas that have been under-represented, over-policed or under-protected in the past. I am committed to strengthening relationships with all communities across Nottinghamshire, with a particular focus on children, women and girls and minority communities. I will:

- Work with partners to capture the voices of under-represented communities and develop and embed our Advisory and Consultative Group arrangements;
- Increase workforce representation and maximise opportunities for community involvement in policing via our cadets' scheme and Special Constabulary;
- Ensure Child-First principles are embedded within policing policy and practice and our commissioned services with a view to ensuring a child-centred approach and reducing first-time entrants into the youth justice system;
- Support roll-out of the national Young Futures programme. This includes work to develop of a network of hubs in every community involving youth workers, mental health support workers and careers advisors;
- Support criminal justice partners and our victim services in improving our understanding of and response to the specific needs of women and girls in the criminal justice system as part of a 'whole systems approach';
- Work with partner agencies to address disproportionality in policing and criminal justice outcomes across Nottinghamshire with a particular focus on improving outcomes for black and mixed heritage children and delivering the ambitions of the police Race Action Plan.

### **Measures of Success**

Key performance indicators for this strategic pillar include:

- Increase public confidence in the police;
- Increase perception that the police are visible in the areas of greatest need<sup>1</sup>;
- Increase perception that the police are effectively tackling issues of greatest local concern;
- Improve rates of victim satisfaction with the services they receive;

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<sup>1</sup> 'need' may include areas where there are relatively low levels of recorded crime but feelings of safety are low.



## Strengthening Partnership Working to Prevent Crime and ASB

*“We will work across partner agencies to drive reductions in crime and anti-social behaviour and better protect communities from harm”*

We all have a role in preventing crime and ASB and keeping our communities safe. It is in all our interests to do so, particularly as the financial pressures facing our respective organisations become more acute. It is essential that we work smarter and more effectively together in prioritising and tackling the issues causing greatest harm to our communities and vulnerable people.

My plan aims to further develop our partnership working arrangements to reduce crime and ASB, better protect the public and work efficiently with partners at the same time. This includes a particular focus on violence against women and girls, knife crime and serious violence and alleviating pressures on our criminal justice system.

### **Embedding a shared focus on prevention and early intervention approaches**

We know that prevention and early intervention is key to making Nottinghamshire a safer place. Only by tackling demand at the earliest opportunity by dealing with the causes of the causes of crime<sup>2</sup> can we fully protect people from harm and make best use of public funds. I will work with partner agencies to:

- Enable more effective evidence-led problem-solving approaches by improving project evaluation, building upon ‘what works’, improving information sharing and maximising opportunities arising from the Nottinghamshire Prevention Hub;
- Improve engagement in cross-sector activity to drive system change in collectively responding to severe multiple disadvantage, mental health, substance use and the ‘causes of the causes’ of crime and vulnerability;
- Continue to invest in drug treatment services and strengthen referral pathways from custody, courts, prisons and targeted retail crime initiatives;
- Continue to support locality-based safety and security initiatives including target hardening, improving safety in the Night Time Economy, evidence led hotspot patrols and maximising opportunities via the Towns Board programme;
- Continue to invest in the education, awareness raising and diversionary interventions that we know work – particularly in protecting those at greatest risk of harm.

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<sup>2</sup> This is known as taking a ‘Public Health’ – i.e. a more holistic, longer-term approach to tackling crime and ASB.

## **Ensuring our partnerships are working efficiently and effectively to protect vulnerable people from harm and keep communities safe**

I am committed to working closely with partner agencies to achieve the outcomes set out in my plan – engaging positively and proactively with key partnerships, including strategic community safety partnership boards, Violence Reduction Partnership (VRP) domestic abuse partnerships, the Violence Against Women and Girls sector, Youth Offending Boards and substance misuse partnerships. In doing so, I want to be assured that we have the most appropriate agencies responding in the most appropriate way and that our systems and processes for managing offenders, protecting vulnerable people and fostering cohesive hate-free communities are robust and effective. I will work with partner agencies to:

- Promote and support the 'Right Care Right Person' approach to ensure those in mental health crisis receive the support and service they need from the right agency at the right time, as part of an effective partnership approach;
- Ensure our offender management arrangements are effective and responsive to the changing environment and factors associated with the underlying causes of offending. I will also work in partnership to further develop our Public Health approach to shoplifting and other prolific acquisitive offending;
- Ensuring our partnerships are effective in protecting children and vulnerable adults from harm and ensuring all vulnerable people have access to the support and services they need. This includes work to further strengthen the partnership response to slavery and exploitation across Nottinghamshire;
- Improving our ability to identify risk and vulnerability at the earliest opportunity through investment in analytical tools and capabilities and improvements in multi-agency data sharing;
- Fostering community cohesion, responding swiftly and appropriately to community tensions and hate crime to ensure victims of hate crime get the response and the support they need.

## **Improving the efficiency and effectiveness of our Criminal Justice System**

We all want a criminal justice system where victims have faith that offenders will be swiftly and appropriately dealt with by the courts or through 'out of court resolutions', in accordance with the law. We cannot achieve this without addressing current pressures, backlogs and inefficiencies affecting the system. In convening and chairing Nottinghamshire's Local Criminal Justice Board, I will work with partner agencies across Nottinghamshire to:

- Enhance victim experience of the criminal justice system by improving the way we capture and respond to feedback on interactions with the police, CPS, and other bodies as part of a victim led approach;
- Ensure swifter access to justice by strengthening collaboration between law enforcement, prosecution services, courts, and other stakeholders to improve case management and reduce unnecessary delays;
- Maximise the effective use of meaningful and tailored Out of Court Resolutions where appropriate to address the root causes of offending behaviour, promote rehabilitation, and reduce reoffending;
- Collaborate with police, health, and education partners to reduce first-time entrants to the youth justice system in Nottingham and address disproportionate criminal justice outcomes for black and mixed heritage children;
- Work to better understand and address the reasons cases do not progress through the criminal justice system - particularly in the most serious cases such as rape. I will work with partner agencies to help reduce delays and invest in the training to ensure professionals understand the impact of trauma on victims and ensure victims feel supported and listened to.

## **Working in partnership to prevent and tackle Violence Against Women and Girls**

Violence Against Women and Girls (VAWG) affects all our communities, locally, nationally and internationally. In most cases, the impact of offences such as rape, domestic abuse, stalking, child sexual abuse, and exploitation is considerable, far-reaching and long lasting, while the threat posed by online or tech-enabled VAWG is rapidly evolving. I am committed to driving forward the 2023 - 2028 [Nottinghamshire VAWG Strategy](#) as we work in partnership to prevent harm, provide support, and reduce the impact of VAWG. I will work with partner agencies to:

- Strengthen our response to misogyny and other harmful behaviours and attitudes that drive and enable VAWG through greater education, awareness and efforts to affect behavioural change in men and young boys;

- Encourage reporting of VAWG and empower individuals to speak out and seek help without fear of stigma or reprisal through the development of awareness campaigns and community outreach programmes;
- Develop safe spaces where women and girls can seek refuge, support and resources without fear. We will expand our work with partners to ensure safe spaces are assessed and accountable for the support they offer;
- Implement targeted interventions for children and families at risk in collaboration with schools, social services, and community organisations to ensure comprehensive protection and support;
- Collaborate with partners in the commissioning and delivery of support services for victims of domestic abuse and sexual violence and work to ensure the resilience and sustainability of critical services.

### **Working in partnership to prevent and tackle knife crime and serious violence**

Partner agencies have made great strides in reducing serious violence over the last decade. However, still too many young people are experiencing challenging home lives, not receiving the mental health support they need, facing exclusion from education and are vulnerable to being impacted by serious violence and exploitation. Violence is preventable; as Chair of the Strategic Violence Reduction Board, I will bring system leaders together from across the City and County to prevent and reduce violence and make a lasting difference to the safety of our children, young people, and communities. I will work with partner agencies to:

- Provide system leadership of the serious violence agenda, fulfilling the requirements of the Serious Violence Duty to ensure a co-ordinated response across police, health, probation, education and youth justice;
- Strengthen youth and community empowerment and participation in our work to tackle serious violence through the development and delivery of a dedicated Youth and Community Participation Strategy;
- Build capacity in the voluntary and community sector to ensure quality services that divert young people from serious violence through our Youth Work Strategy;
- Enhance data sharing to inform our understanding of the nature of knife crime and serious violence and our strategic and operational responses;
- Commission and evaluate interventions to guide young people towards positive pathways and build knowledge of, and continue to invest in, effective strategies to combat serious violence;
- Lead the implementation of trauma-informed approaches across our partnerships to improve outcomes for young people and communities;

- Challenge attitudes towards knife possession and support a proactive policing approach to removing knives from our streets.

### **Measures of Success**

Key performance indicators for this strategic pillar include:

- Further reduce victim-based crime;
- Further reduce in the number of first-time entrants into the youth justice system;
- Increase positive outcomes for Violence Against Women and Girls-related offences;
- Further reduce violent knife crime.

## Effective and Resilient Policing

*“I will support Nottinghamshire Police to become one of the strongest performing police forces in the country.”*

The policing and crime landscape is rapidly evolving in response to new challenges and threats. In this complex and ever-changing environment, it is important we continue to get the basics right.

Effective policing means responding promptly when residents call for help and conducting thorough investigations to bring justice for victims. Resilient policing involves adapting to new threats, whether they stem from technological advancements, social changes, or emerging criminal tactics.

My plan aims to ensure that we drive ongoing improvements in policing services during my term of office. I want to see Nottinghamshire Police not only emerge from HMICFRS’s ‘engage’ status, but to become one of the strongest performing police forces in the country.

### **Improving the quality and effectiveness of police response**

Our communities deserve to be safe and feel safe and supported by their local area. The quality and effectiveness of the police response is critical to achieving this. When people call for help, they should have confidence that the police will respond promptly, professionally, and have the skills, capabilities and resources to take action. In doing so, every interaction our police officers and staff have with residents should be handled with care, respect, and with a focus on the needs of victims and communities. To achieve this, I will work with Nottinghamshire Police to:

- Maintain high standards of contact management by ensuring calls and requests for assistance are answered swiftly and advice is always offered on crime prevention and preserving evidence and by ensuring the force attends calls within set target times, and keeps callers informed of any delays;
- Ensure risks and vulnerabilities are identified appropriately and at the earliest opportunity in order to protect individuals from harm and provide appropriate support and safeguarding;
- Improve the use of technology, including secure video call technology and remote digital forensic capabilities, to enhance the police response;
- Develop evidence-led Priority Tasking Teams to improve the police response to prolific acquisitive and volume crime offenders who cause significant harm across our communities.

## **Ensuring the police have the resources, training, skills, and capabilities to effectively do their job**

Ensuring that our police have what they need to do their job effectively is not just a matter of operational efficiency - it is essential to the safety and security of our communities. It is important that our officers are equipped with the knowledge and the right skills, supported by ongoing training, to respond to the increasingly complex challenges that they face. It is also important that our police officers and staff have the resource and time to recover from the stresses of the job so they can continue to serve our communities. I will work with Nottinghamshire Police to:

- Ensure delivery of force improvement plans in response to areas for improvement identified by HMICFRS, including delivery of the force's 'Operation Catalyst';
- Facilitate strong leadership and continuous development, empowering our officers and staff to grow, lead, and excel in serving our communities;
- Embed a cyclical process of continuous learning in order to drive improvements to effectiveness and efficiency, including work to embed a new Planning and Efficiency Group to ensure regular joint planning discussions between me and my team and the Chief Constable and force;
- Ensure an ongoing commitment to the welfare of our officers and staff, ensuring they receive the support, resources, and care they need to serve our communities effectively and safely.

## **Improving the quality of investigations and proportion of crimes effectively solved**

I am committed to ensuring that every crime reported in Nottinghamshire is assessed for investigative opportunities and that effective and appropriate action is taken in response. The quality of our investigations directly impacts our ability to deliver justice for victims and deter future crimes. Whatever the gravity of the offence, every investigation should be conducted with diligence and care. I will work with Nottinghamshire Police to:

- Ensure crimes are appropriately investigated, where all reasonable lines of enquiry are explored, ensuring justice is pursued with the highest of standards;
- Maximise forensic opportunities by leveraging advanced technologies and techniques to gather critical evidence and solve crimes more efficiently;
- Ensure views of victims are considered throughout an investigation, guiding our approach to justice;

- Support government plans to strengthen detective capacity, including the roll out of a direct entry scheme for detectives to boost investigation skills;
- Reduce barriers to charging and enhance collaboration with communities, victims and criminal justice agencies to increase the proportion of crimes solved.

### **Ensuring a high degree of integrity and standards in policing**

Policing must embody the values it seeks to uphold. I am committed to ensuring that all individuals that come into contact with the police are treated with fairness and respect, and that police officers act ethically and lawfully.

The policing Code of Ethics sets clear expectations for professional behaviour within the service, while HMICFRS routinely assesses the legitimacy of police forces through the PEEL (Police Effectiveness, Efficiency, and Legitimacy) inspection programme. As PCC, I am committed to ensuring that these principles are rigorously upheld, fostering a culture of accountability and serving as the voice of Nottinghamshire's communities to ensure Nottinghamshire Police do not fall short of the standards rightly expected. I will work with Nottinghamshire Police to:

- Ensure robust scrutiny of complaints and professional standards within Nottinghamshire Police;
- Maintain robust oversight and scrutiny of the police use of force and police powers, ensuring that every action is lawful, justified and proportionate;
- Enforce a thorough and effective vetting regime for all police officers and staff, ensuring Nottinghamshire Police has the right people with high standards and values to protect and serve our communities;
- Implement a swift and robust response to breaches of standards showing that such conduct will not be tolerated.

### **Ensuring efficiency and value for money in the delivery of policing and support services**

As a public service, policing and its support services must be delivered efficiently and represent value for money. I am committed to eliminating inefficiencies in the delivery of policing services, making data-driven decisions that align with community needs and identifying and investing in what works. By optimising our resources, implementing innovative solutions, and maintaining transparent oversight, we can be more effective and more responsive in meeting the needs of our communities. I will work with Nottinghamshire Police to:



- Actively pursue opportunities for collaboration and innovation such as with private sector partnerships, with other forces in the region, and via government initiatives;
- Identify effective strategies and invest in proven solutions to increase productivity and maximise the impact of our policing efforts and supporting services;
- Fully support and integrate national police efficiency programmes to enhance our operational effectiveness and service delivery;
- Foster social value and sustainability in all our initiatives, ensuring that our actions positively impact both the community and the environment.

## Collaboration

I have a duty to under the 2011 Act to keep collaboration opportunities under review, and to collaborate where it is in the interests of the efficiency or effectiveness of their own and other police force areas.

In addition to the national collaboration arrangements for provision of the **National Police Air Service (NPAS)** and strategic procurement services through **BlueLight Commercial Ltd**, I will continue to work alongside my regional counterparts to keep the following East Midlands collaborations under review:

- **East Midlands Police Legal Services:** providing specialist legal advice to all forces and PCCs in the East Midlands
- **East Midlands Special Operations Unit:** tackling major and organised crime and provide forensic services
- **East Midlands Counter Terrorism Intelligence Unit:** tackling terrorism and domestic extremism to all East Midlands' forces, and
- **East Midlands Collaborative Human Resources, Learning and Development:** providing cost effective and innovative solutions to learning needs for policing, which includes an Occupational Health Service.

## Measures of Success

Key performance indicators for this strategic pillar include:

- Maintain strong comparative call handling performance;
- Improve Grade 1 police response times;
- Improve the quality of police investigations;
- Increase in positive outcome rates for crime, particularly rape offences.

## The Strategic Policing Requirement

The Home Secretary has identified a number of national priorities for policing against which forces must ensure they collectively have the appropriate capabilities to respond.

The priority threats have been assessed and selected from the National Security Risk Assessment on the basis that they either affect multiple police force areas or may require action from multiple forces as part of a national response.

The priority threats outlined in the government's Strategic Policing Requirement are;

- Terrorism;
- Civil emergencies;
- Serious and organised crime;
- Public order;
- A national cyber security incident
- Child sexual abuse and;
- Violence against women and girls.

As part of this plan, we are committed to ensuring that Nottinghamshire Police and the East Midlands Specialist Operations Unit maintains the capacity and capability to support an appropriate response to these national threats.

We will:-

- Formally review the police response and contribution to the Strategic Policing Requirement on an annual basis as part of my oversight and scrutiny programme and work with our regional counterparts to ensure that common policing capabilities can be deployed flexibly across all our police forces;
- Work with regional PCCs to oversee the work of the East Midlands Counter Terrorism Intelligence Unit and support the ambitions of the national Prevent programme;
- Work with partner agencies to tackle and disrupt serious and organised crime such as drug trafficking, human trafficking and illegal immigration, high value fraud, organised acquisitive crime and cyber-crime - and create a hostile environment for those causing greatest harm to our communities;
- Hold the Chief Constable to account for the force's leadership of, and contribution to, Local Resilience Forum arrangements in planning for and coordinating the multi-agency response to major incidents civil contingencies;
- Provide strategic oversight and scrutiny of the police response to public order, particularly in view of any changes in police powers brought about by legislation the Police, Crime, Sentencing and Courts Act;

- Prioritise the identification and response to Child Sexual Exploitation as outlined throughout my plan. I am also committed more broadly to safeguarding and promoting the welfare of children in the delivery of this plan and in line with my statutory duty to do so.

My ambitions in response to Violence Against Women and Girls are set out on page 11.

## Equality Objectives

In my role as PCC, I am not only committed to promoting equal opportunities and community cohesion between diverse communities, but I am also responsible for holding the Chief Constable to account for the force's work to advance equality, diversity and inclusion. Throughout my term in office, I will support and hold the Chief Constable to account for our efforts to:

- Eliminate harassment, victimisation, and unlawful discrimination; and
- Advance equality of opportunity between people who share a protected characteristic and those who do not and
- Foster good relations between people who share a protected characteristic and those that do not.

I will hold the Chief Constable to account for delivering against the following specific equality objectives and the ambitions of the police Race Action Plan:

- Representation: Work to establish a police service that is representative of the communities it serves, fosters a culture of belonging and supports all officers and staff to develop and progress;
- Organisational culture: Work with the Chief Constable to create an organisational culture that is fair, respectful and equitable in its actions. In doing so, I will seek to ensure that police powers are used fairly and proportionately;
- Involvement: Regularly and meaningfully involving under-represented people and communities in our governance - listening and responding to their needs and actively involving communities in scrutinising police practice;
- Proportionality: I will ensure that crimes disproportionately impacting upon particular protected groups are dealt with robustly and proactively and ensure that our policing, crime and victims' services are accessible to all.

Further to these objectives in my capacity as PCC, I am also committed to:

- Having due regard to how my decisions, including commission decisions, affect people with different protected characteristics;
- Working with youth justice partners to help address the overrepresentation of black and mixed heritage young people in the criminal justice system.

I will continue to review progress against these equality objectives via my Accountability Board and report openly and transparently on our progress.

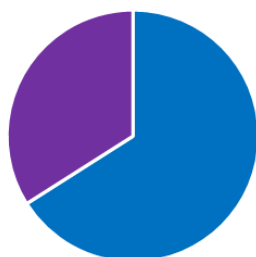
## Our People and Resources

Our resources include people, buildings and other assets like vehicles and technology. The Medium Term Financial Plan (MTFP) is reviewed and updated in February each year in line with the annual budget setting process. Further details of this, including the latest approved budget and MTFP forward plan can be found on my website.

|  | Budget                          | MTFP    |         |         |         |
|--|---------------------------------|---------|---------|---------|---------|
|  | 2024/25                         | 2025/26 | 2026/27 | 2027/28 | 2028/29 |
| Funding  | 289.9                           | 297.5   | 305.8   | 314.3   | 319.4   |
| Expenditure  | 289.9                           | 302.8   | 311.3   | 317.2   | 323.6   |
| Net Surplus/Deficit (-)  | 0                               | -5.3    | -5.5    | -2.9    | -4.2    |
| Budget Gap requiring efficiencies, use of reserves over the MTFP | <i>incl. £5.2m efficiencies</i> | 5.3     | 5.5     | 2.9     | 4.2     |
| Net Surplus/(Deficit) Target                                     |                                 | 0       | 0       | 0       | 0       |

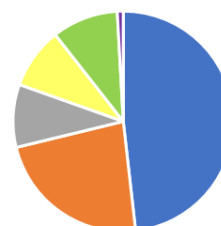
Each year, around two thirds of the OPCC's core funding is from grants, while around a third is generated from the precept for policing (Council Tax). The pie charts below also show the proportions of expenditure categories within the OPCC budget.

Core Funding Sources



■ Two thirds from Grants    ■ One third from Precept (Council Tax)

Expenditure Categories



■ Police Officers 48%    ■ Police Staff incl PCSOs 23%  
 ■ Collaboration & Partnerships 9%    ■ Premises, IT, Fleet 9%  
 ■ Other Costs incl capital financing 10%    ■ Office of the PCC 1%

I will continue to ensure that we secure value for money and make best use of the resources available to us in line with my statutory duty to do so. We will continue to review our financial position throughout the planning period and report openly and transparently on strategic decisions made in respect of funding and resource planning.

I am committed to driving ongoing improvements in the efficiency and effectiveness of policing services so that we can invest as much as we can into the front line. In doing so, I will:-

- ✓ Continue to explore opportunities to secure bespoke funding and Special Grants
- ✓ Support changes in policy and practice that help to reduce our carbon footprint and enable our buildings, fleet and workforce become more energy efficient
- ✓ Work with Nottinghamshire Police to ensure the safety and welfare of officers and staff and ensure our workforce has the support, training, and equipment they need to do their job effectively.

## Delivery

This plan is an ambitious one, and its success is dependent upon the support and co-operation of not only the police, but a wide range of crime, community safety and criminal justice partner organisations across the public, private and community sector.

In order to turn this plan into action, Nottinghamshire Police and other lead stakeholders will develop and report routinely on annual delivery plans which outline tangible actions and activity that will help to deliver the ambitions of my plan. I am committed to reporting openly and transparently on our progress in delivering against the plan via the Police and Crime Panel, bi-monthly Accountability Board, annual report and proactive publications.

Performance outcomes will also be tracked against a series of key performance indicators as shown below:

### Key Performance Indicators

|   | 2023/24<br>Baseline | Mar 2028<br>Ambition | Data source           |
|---|---------------------|----------------------|-----------------------|
| <b>PUTTING THE NEEDS OF COMMUNITIES AND VICTIMS FIRST</b> |                     |                      |                       |
| Public Confidence in the Police                           | 52.0%               | TBC                  | Police & Crime Survey |
| Perception Police are visible in areas of greatest need   | 34.6%               | TBC                  | Police & Crime Survey |
| Perception Police are tackling issues of local concern    | 40.7%               | TBC                  | Police & Crime Survey |
| Victim satisfaction with the services they receive        | 49.1%               | TBC                  | Police & Crime Survey |
| <b>WORKING IN PARTNERSHIP FOR A SAFER NOTTINGHAMSHIRE</b> |                     |                      |                       |
| Victim-based crime  | 85,399              | TBC                  | Police recorded crime |
| First Time Entrants into Youth Justice System             | 228                 | TBC                  | YJS (City & County)   |
| Positive outcomes Violence Against Women & Girls          | 12.5%               | TBC                  | Police recorded crime |
| Violent knife crime                                       | 213                 | TBC                  | Hospital Admissions   |
| <b>ENSURING EFFECTIVE AND RESILIENT POLICING</b>          |                     |                      |                       |
| 999 calls answered within 10 seconds                      | 91.8%               | TBC                  | Notts Police (CMU)    |
| Grade 1 Police response within target times <sup>3</sup>  | 71.7%               | TBC                  | Notts Police (CMU)    |
| Quality and completeness of investigations                | TBC                 | TBC                  | Notts Police (QATT)   |
| Positive outcomes for all crime                           | 15.7%               | TBC                  | Police recorded crime |

I will routinely review our performance as part of my 1:1 meetings with the Chief Constable, Accountability Board and broader 'holding to account' arrangements.

<sup>3</sup> Urban = 9 minutes, Rural = 15 minutes

## Governance

The Policing Protocol Order 2023 sets out respective roles and responsibilities of key stakeholders in delivering and overseeing the Police and Crime Plan, as determined by the Police Reform and Social Responsibility Act 2011. It also sets out how their functions should be exercised in relation to each other:-

| Role                          | Responsibility   |
|-------------------------------|--|
| <b>PCC</b>                    | <ul style="list-style-type: none"> <li>• Setting the strategic direction for policing in Nottinghamshire</li> <li>• Setting the budget and precept for policing in Nottinghamshire</li> <li>• Commissioning services to support victims of crime</li> <li>• Holding the Chief Constable to account for delivering an efficient and effective police service</li> <li>• Appointing and if necessary, dismissing the Chief Constable</li> </ul>  |
| <b>Chief Constable</b>        | <ul style="list-style-type: none"> <li>• Keeping the communities of Nottinghamshire safe</li> <li>• Delivering an efficient and effective police service and responding to the needs of the public, having regard to the Police and Crime Plan<sup>4</sup></li> <li>• Managing the resources and budgets of the force</li> <li>• Maintaining operational independence in the direction and control of all police officers and staff</li> </ul> |
| <b>Police and Crime Panel</b> | <ul style="list-style-type: none"> <li>• Scrutinising the PCC plans, performance and decision making on behalf of the public</li> <li>• Making recommendations to the PCC on the discharge of their functions</li> <li>• Reviewing and making recommendations on the Plan and precept for policing</li> <li>• Considering any complaints or conduct matters against the PCC</li> </ul>   |

I am committed to ensuring that strategic decisions we make and my work to hold the Chief Constable to account is done so in an open and transparent way, so that you can see and judge me on the impact we are having.

I will also review the governance and delivery arrangements that underpin this plan to make best use of existing structures and put processes in place to address identified gaps.

<sup>4</sup> [Sections 8\(1\) and 8\(2\) Police Reform and Social Responsibility Act 2011](#)

## Grants and Commissioning

As PCC, I have a commissioning budget to award contracts and grants to fund activity to help deliver my policing and crime plan priorities and to commission local support services for victims of crime. I will seek to ensure that all my commissioning activity is undertaken in line with the following principles:

- **Victim and community centred:** place victim, community and service user needs at the heart of commissioning activity, co-producing services with victims and service users wherever possible;
- **Needs-led:** ensure commissioning activity is directly informed by the Police and Crime Needs Assessment and thematic needs assessments such as those for victims and serious violence;
- **Evidence-based:** use the best available evidence to shape commissioned services, contributing to the evidence base about what works whenever possible;
- **Outcomes-focussed:** commission for sustainable outcomes rather than activity, encouraging robust theories of change to inform grant funding applications and properly considering social value as part of all commissioned activity;
- **Inclusive and accessible:** ensure commissioned services are delivering equitably for all of Nottinghamshire's diverse communities, working with local third sector markets to build capacity where possible and ensuring commissioning processes are proportionate to the value, complexity and risk of the services being commissioned;
- **Fair and transparent:** make commissioning intentions and decision-making process clear to bidders and grant applicants, ensuring processes are consistently applied and conflicts of interest are declared and managed;
- **Value for money:** secure value for public money by minimising the cost of services, using open book contract terms and conditions where possible, spending well and ensuring outcomes through robust contract management, co-commissioning with partners including pooling budgets where desirable and putting longer term multi-year contracts and grant funding arrangements in place to build sustainable services.

I will publish a Commissioning Strategy which will set out my commissioning intentions and detail how I will work within legal regulations to commission activity required to deliver the Plan. Details of the Nottinghamshire PCC Grant Scheme to follow.



## Allied Documents, Plans and Strategies

[Nottinghamshire Police and Crime Needs Assessment 2023](#), Nottinghamshire OPCC

[Nottinghamshire Violence Against Women and Girls Strategy 2023-2028](#)

[Nottingham CDP Strategic Assessment 2023](#), Nottingham Crime and Drugs Partnership

Safer Nottinghamshire Board Strategic Plan

[Policing Vision 2030](#), National Police Chiefs' Council, Association of Police and Crime Commissioners

Nottinghamshire OPCC Commissioning Framework 2024

Nottinghamshire OPCC Holding to Account Framework 2024-29

Nottinghamshire Police Crime Prevention Strategy

[Serious Violence Response Strategy](#), Nottingham City and Nottinghamshire Violence Reduction Unit

Nottinghamshire Police Neighbourhood Policing Strategy

[HMICFRS: Nottinghamshire PEEL Assessment](#)

[Code of Practice for Victims of Crime](#), Ministry of Justice

[Strategic Policing Requirement](#), Home Office

[National Policing Digital Strategy 2020 to 2030](#), National Police Chiefs' Council, APCC

[Code of Ethics for Policing](#), College of Policing

## Glossary of Terms

**Anti-social Behaviour (ASB):** 'Acting in a manner that causes or is likely to cause harassment, alarm or distress to one or more persons not of the same household' (Crime and Disorder Act 1998). This can include personally directed and community directed incidents, incidents that have a wider environmental impact, some indictable offences such as criminal damage, some civil offences and broader behaviours such as low level nuisance, noise, graffiti and litter pollution. Definitions of ASB can vary across agencies<sup>5</sup>.

**Blue light Collaboration:** Closer working between Blue Light emergency services such as police, fire and rescue and ambulance service. The Policing and Crime Act 2017 provided a mandate for Blue Light services to achieve closer working, collaboration and integration where appropriate in the interests of greater transparency, efficiency gains and improved value to the community.

**Child sexual exploitation (CSE)** is a form of child sexual abuse where an individual or group takes advantage of an imbalance of power to coerce, manipulate or deceive a child or young person under the age of 18 into sexual activity in exchange for something the victim needs or wants, and/or for the financial advantage or increased status of the perpetrator or facilitator. Victims may have been sexually exploited even if the sexual activity appears consensual. CSE does not always involve physical contact; it can also occur through use of technology.

**Criminal Justice System or Criminal Justice Services (CJS):** Incorporates the Police, the Crown Prosecution Service, courts, prisons, National Probation Service, Community Rehabilitation Company, youth offending teams and Victim Support and other organisations and multi-agency partnerships.

**Community Safety Partnerships (CSPs):** A local authority level statutory partnership established by the Crime and Disorder Act 1998 to co-ordinate action on crime and disorder. Community safety is not just about tackling crime but about improving quality of life and reducing the fear of crime in communities.

**Cybercrimes:** ACPO Cybercrime Strategy 2009 defines cybercrime as 'the use of networked computers or internet technology to commit or facilitate the commission of crime' **Cyber-dependent crimes or 'pure' cyber-crimes** are dependent upon and committed within the on-line sphere, often to instigate 'hacking' attacks that utilise flaws in cyber security in order to commit crime. **Cyber-enabled crimes** are crimes committed or enabled via on-line activity that could have been committed on or off line – e.g. harassment, fraud or selling stolen goods.

**Domestic abuse:** Any incident or pattern of incidents of controlling, coercive or threatening behaviour, violence or abuse between those aged 16 or over who are or have been intimate partners or family members regardless of gender or sexuality. This can encompass, but is not limited to, the following types of abuse: psychological; physical; sexual; financial; emotional

**Hate Incident:** 'Any incident, which may or may not constitute a criminal offence, which is perceived by the victim or any other person, as being motivated by prejudice or hate'. (ACPO Hate Crime Manual 2005)

**Hate Crime:** Any criminal offence which is perceived, by the victim or any other person, to be motivated by hostility or prejudice towards someone based on a personal characteristic. This can include a persons' social group, race, ethnicity, gender, religious belief, sexual orientation, gender or disability

**His Majesty's Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS):** Statutory body responsible to the Home Office for inspecting police and fire and rescue services in England and Wales

**Independent Domestic Violence Advisor (IDVA):** Specialist support to high-risk victims/survivors of domestic violence to provide advice and develop and put in place safety plans

**Independent Sexual Violence Advisor (ISVA):** Specialist support to victims of sexual violence helping to pursue justice and find closure through the courts

**Integrated Offender Management (IOM):** Multi-agency management of the most serious offenders aiming to support and rebuild lives and provide swift intervention and enforcement should they continue to offend. Key partners include Police, Prison, National Probation Service, Community Rehabilitation Company, Drugs workers, Youth Offending Teams, Local Authority and Private Sector

**Most Similar Police Force Areas:** Home Office comparator group of most similar police force areas comprising Bedfordshire, Essex, Hertfordshire, Kent, Lancashire, Leicestershire and South Yorkshire

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<sup>5</sup> Common definitions include: 'engaging in or threatening to engage in conduct causing or likely to cause a nuisance or annoyance to persons engaged in lawful activities' (Housing Act 1996) and 'behaviour that unreasonably interferes with other people's rights to use and enjoyment of their home and community' (Chartered Institute for Housing 1995).

**Multi-Agency Risk Assessment Conferences (MARAC):** are part of a co-ordinated community response team that deal with severe domestic violence and child abuse cases

**Multi-Agency Safeguarding Hubs (MASH):** Provides a single point of contact for all professionals to report safeguarding concerns

**Multi-Agency Public Protection Arrangements (MAPPA):** arrangements in England and Wales for 'responsible authorities' tasked with the management of registered sex offenders, violent and other dangerous offenders who pose a serious risk of harm to the public. "Responsible authorities" include Probation Trust, National Offender Management Service, HM Prison Service and Police

**Neighbourhood Crime:** Group of crimes that consists of vehicle-related theft, domestic burglary, theft from the person and robbery of personal property

**Police and Crime Commissioner (PCC, Commissioner):** Elected individual with responsibility for identifying local policing needs, setting priorities that meet those needs, agreeing a local strategic plan, holding the Chief Constable to account, setting the force budget and precept and hiring / dismissing the Chief Constable

**Serious Acquisitive Crime (SAC):** Home Office category of offences comprising domestic burglary, robbery, thefts from vehicles and thefts of vehicles

**Serious Organised Crime (SOC):** Criminal activity that is planned, coordinated and committed by people working individually, in groups, or as part of transnational networks. Often committed by organised crime groups (OCGs), who use violence, corruption and intimidation to protect their criminal activities. Offence categories typically include, but are not limited to, drug trafficking, human trafficking and illegal immigration, high value fraud, organised acquisitive crime and cyber crime

**Strategic Policing Requirement (SPR):** Issued 'from time to time' by the secretary of State setting out current national threats and appropriate national policing capabilities to counter those threats

**Sexual violence** is defined<sup>6</sup> as "Any sexual act, attempt to obtain a sexual act, unwanted sexual comments or advances, or acts to traffic, or otherwise directed, against a person's sexuality using coercion by any person regardless of their relationship to the victim, in any setting, including but not limited to home and work". This can include offences such as rape, grooming and sexual exploitation, indecent exposure and sexual harassment.

**Violent crime** is a Home Office defined category of offences which comprises violence against the person, sexual assaults and robbery

**Youth Justice Service (YJS):** Multi-agency statutory bodies under the 1998 Crime and Disorder Act

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<sup>6</sup> World Health Organisation, World report on violence and health (Geneva: World Health Organization, 2002)