Police and Crime Plan: Force Delivery Framework

This interim framework sets out how the actions the Force will take to deliver the themes and associated deliverables in the Police and Crime Plan. It will be refreshed and added to as part of the Force's 2018-19 ADA business planning process.

Our Vision: "Working with partners and the communities we serve to make Nottinghamshire a safe, secure place to live, work and visit".

Our Priorities:

"Engaged communities"

"A Service that Works for Local People"

"An Employer of Choice"

Our Values: **P**rofessional   **R**espect for All   **O**ne Team   **U**tmost, Honesty and Integrity   **D**oing It Differently

Police and Crime Plan Themes

- **Protecting People from Harm,** the Force will do this by;
    - Reducing the threat of cyber-crime, including supporting communities to protect themselves.
    - Taking a risk based approach to locating and safeguarding missing persons including working with partners to achieve best outcomes.
    - Improving partnership response to modern slavery and raise public awareness of exploitation.

- **Helping and Supporting Victims,** the Force will do this by;
    - Identifying and protecting vulnerable and repeat victims, and safeguard those who may be susceptible to exploitation.

- **Tackling Crime and Antisocial Behaviour,** the Force will do this by;
    - Reducing the effect of crime which has a high victim impact, including knife crime and burglary.
    - Managing high risk offenders and maximising opportunities to identify and disrupt organised criminality.
    - Working with partners to understand community needs to keep people safe, as communities become more diverse and complex.

- **Transforming Services and Delivering Quality Policing,** the Force will do this by;
    - Designing and implementing a police service fit for 21st Century in respect of our people, estates, fleet and technology.

Key
Police and Crime Plan Deliverable
Force Action

1. **Protecting People from Harm,** the Force will do this by;
   - o Reducing the threat of cyber-crime, including supporting communities to protect themselves.
   - o Taking a risk based approach to locating and safeguarding missing people including working with partners to achieve best outcomes.
   - o Improving partnership response to modern slavery and raise public awareness of exploitation.

P&C Plan Ref	Police and Crime Plan Deliverable / Force Action	Lead Officer	Source
T1.1	Continue to improve partnership response to modern slavery, improve understanding and raise public awareness of exploitation.	Det Supt, Intelligence	Police and Crime Plan
1.1.1	Ensure appropriate resourcing in Modern Slavery investigations and safeguarding based on threat, risk and harm as part of the new Force operating model.	Det Supt, Public Protection	Force Restructure/ T&C Process
1.1.2	Continue to take part in the Nottinghamshire Anti-Slavery Partnership Board and implement the strategy and associated action plan.	Det Supt, Intelligence	Lead Officer
1.1.3	Ensure Nottinghamshire is viewed as a hostile place for criminals to commit Human Trafficking and Modern Slavery (HTMS) through the development of local, strategic and tactical plans that reflect the regional strategic plan.	Det Supt, Public Protection	Lead Officer
1.1.4	Establish a framework for engagement with statutory and non-statutory partners.	Det Supt, Intelligence	
T1.4	Recruit dedicated police staff to implement a new cyber fraud prevention and protection strategy to safeguard vulnerable people.	Det Ch Insp Cyber Crime and Fraud	Police and Crime Plan
1.4.1	Recruit two PC/DC Cyber Investigator posts and Cyber Capabilities Prepare and Protect Officers to enhance local resourcing and contribute to the delivery of the National Cyber Security Strategy 2016-21.	Det Ch Insp Cyber Crime and Fraud	Force Restructure
T1.5	Continue to undertake 'Fraud Protect' visits to vulnerable victims of financial crime.	Det Ch Insp Cyber Crime and Fraud	Police and Crime Plan
1.5.1	Continue to undertake `Banking Protocols' and `Fraud Protect' visits when vulnerable victims of financial crime are identified from the National Fraud Investigation Bureau.	Det Ch Insp Cyber Crime and Fraud	Lead Officer
T1.7	Increase the resource into policing to deal the investigation of paedophiles online.	Det Chief Insp, Children	Police and Crime Plan
1.7.1	Co-locate the Paedophile Online Investigation Team (POLIT) with Digital Investigations Unit (DIU), in line with identified best practice to maximise resources for increased demand and encourage cross-function working.	Det Chief Insp, Children	Force Restructure
1.7.2	Retain increased resource into the dedicated POLIT and Sexual Exploitation Unit and their dedicated Intelligence support function, and work closely with the regional Undercover Online Team (EMSOU UCOL) and the National Crime Agency.	Det Chief Insp, Children	Lead Officer
1.7.3	Make additional investment in POLIT by way of digital forensic hardware and the addition of a Digital Forensic Examiner post, to enable on-site triage to facilitate an 'intelligence-led' method of search and seizure to reduce demand on DIU.	Det Chief Insp, Children	Force Restructure
T1.10	Continue to better understand and improve the partnership response to missing people from hospital, home and care settings.	Ch Insp, CiPD	Police and Crime Plan
1.10.1	Continue to work to joint protocols for patients missing from mental health hospitals and children missing from home and care.	Ch Insp, CiPD	
1.10.2	Utilise prevention strategies to reduce the number of missing people, including education work and early intervention in cases where children and adults repeatedly go missing.	Ch Insp, CiPD	STRA
1.10.3	Reduce the potential risk of harm to missing people by utilising a tailored risk-based response and ensuring agencies work together to find and close cases as efficiently as possible.	Ch Insp, CiPD	STRA
1.10.4	Provide missing people and their families with support and guidance; ensuring they are referred to appropriate agencies in a timely manner and understand how to access available help.	Ch Insp, CiPD	STRA
T1.12	Mainstream and deploy the Street Triage Team to deal with mental health incidents.	Ch Insp, CiPD	Police and Crime Plan
1.12.1	Establish and mainstream the Street Triage Team as part of the new Force Operating Model to continue to help those with mental health issues or learning disabilities in Nottinghamshire receive the right care and treatment in emergency situations.	Ch Insp, CiPD	Force Restructure

2. **Helping and Supporting Victims**, the Force will do this by;
   o Identifying and protecting vulnerable and repeat victims, and safeguarding those who may be susceptible to exploitation.

P&C Plan Ref	Police and Crime Plan Deliverable / Force Action	Lead Officer	Source
T2.2	Continue to support both City and County MASH to identify top repeat victims for partnership interventions.	Det Chief Insp, Children	Police and Crime Plan
2.2.1	Work with partners to identify repeat victims and determine intervention via the Multi-Agency Sexual Exploitation (MASE).	Det Chief Insp, Children	Lead Officer
T2.3	Continue to improve the partnership response to support victims, preventing hate crime and raising public awareness.	Hate Crime Lead	Police and Crime Plan
2.3.1	Work with the Safer Nottinghamshire Board to deliver its Hate Crime Delivery plan.	Hate Crime Lead	Lead Officer
2.3.2	Work with the Crime and Drugs Partnership to develop and deliver the Nottingham City Council Hate Crime Delivery Plan 2018-2021.	Hate Crime Lead	Lead Officer
2.3.3	Respond to the findings of the Nottingham Citizens' Hate Crime Commission research to ensure that Nottinghamshire Police's response to hate crime is informed by community feedback.	Hate Crime Lead	Lead Officer
2.3.4	Respond to HMIC's thematic Hate Crime Inspection effectively to ensure trust and confidence in Nottinghamshire Police is maintained and enhanced.	Hate Crime Lead	Lead Officer
2.3.5	Review Nottinghamshire Police's Hate Crime Procedure following organisational restructuring to ensure that it delivers the best possible response to hate crime.	Hate Crime Lead	Lead Officer
T2.14	Mainstream fund the historic and sexual abuse enquiry team.	Det Supt, Public Protection	Police and Crime Plan
2.14.1	Establish Operation Equinox as part of the new Force Operating Model to continue to ensure sufficient resource is allocated to the investigation and detection of historical sex offences.	Det Supt, Public Protection	Force Restructure

3. **Tackling Crime and Antisocial Behaviour,** the Force will do this by;
   o Working with partners to understand community needs to keep people safe, as communities become more diverse and complex.
   o Managing high risk offenders and maximising opportunities to identify and disrupt organised criminality.
   o Reducing the effect of crime which has a high victim impact, including knife crime and burglary.

P&C Plan Ref	Police and Crime Plan Deliverable / Force Action	Lead Officer	Source
T3.3	Identify high severity 'harm spot' locations in Neighbourhood Policing Areas and produce detailed intelligence profiles to support and deliver effective problem solving.	Det Supt, Intel	Police and Crime Plan
3.3.1	Continue to identify and resource high harm crime types and local problem hotspots through the strategic and tactical use of the national MoRiLE Threat Prioritisation matrix; enriching these assessments with available information from local and upstream law enforcement partners.	Det Supt, Intel	Lead Officer
3.3.2	Detailed intelligence profiling will be undertaken in accordance with the tasking and coordination prioritisation process to ensure available resources are tasked appropriately.	Det Supt, Intel	Lead Officer
3.3.3	Develop Community Profiles with partners using a range of data sets, local knowledge and engagement work and ensure police and partner problem-solving plans are stored on ECINS enabling partnership working aimed at delivering tangible improvement and the sharing of best practice.	Supt, City / Supt County	Lead Officer
3.3.4	Review the recording of use of powers on ECINs to ensure a link to problem-solving plans to provide a platform to analyse their effectiveness more robustly.	Supt, City / Supt County	Lead Officer
T3.4	Invest in community problem-solving approaches to address concerns that matter most to people such as rural crime, motorcycle noise and alcohol-related antisocial behaviour.	Supt, City / Supt, County	Police and Crime Plan
3.4.1	Continue to invest in dedicated Rural Parish Special Constables.	Ch Insp, CiPD	Lead Officer
3.4.2	Work with partners to review and implement the Local Alcohol Action Area (LAAA) programme.	Supt, City / Supt, County	Lead Officer
3.4.3	Continue to develop the partnership working through Aurora 2 (City) and Integrated Locality working project (County SNB).	Supt, City / Supt, County	STRA

3.4.4	Continue to ensure that Neighbourhood Policing Teams remain visible and accessible in local communities wherever possible, seeking to further opportunities for co-location and focusing on integration with other relevant partner agencies.	Supt, City / Supt, County	STRA
T3.6	Continue to work collaboratively in local, regional, national and international structures to obtain, analyse and share intelligence to protect the public from terrorism and extremism.	Det Supt, EMSOU-SB	Police and Crime Plan
3.6.1	Continue to be an active member of the strategy-driven Prevent Steering Group and the Channel Panel, the safeguarding forum for Counter Terrorism and radicalisation.	Det Supt, EMSOU-SB	Police and Crime Plan
T3.7	Police and partners to work closely with statutory partners, community contacts and police colleagues to safeguard people from radicalisation and to prevent the spread of all forms of extremist rhetoric and acts of terrorism.	Det Supt, EMSOU-SB	Police and Crime Plan
3.7.1	Nottingham Prevent team to continue to work closely with statutory partners, community contacts and police colleagues to safeguard vulnerable people from radicalisation and to prevent the spread of all forms of extremist rhetoric and acts of terrorism.	Det Supt, EMSOU-SB	Police and Crime Plan
T3.8	Help develop the Road Safety Partnership using Community Watch and include Fire and Rescue Service in partnership working arrangements.	Supt, Ops Support	Police and Crime Plan
T3.8.1	Explore the appetite of the Fire and Rescue Service and other potential partners to get involved in the work of the Road Safety Partnership.	Supt, Ops Support	Lead Officer
T3.9	Work with national Neighbourhood Watch and Neighbourhood Alert to further develop technological opportunities and other working for sharing and responding to community intelligence.	Supt, County, Corporate Communication	Police and Crime Plan
3.9.1	Continue to develop Neighbourhood Alert as part of the Community Engagement Strategy and ensure each NPI continues to link in with Neighbourhood Watch in their local area.	Supt, City / Supt, County	Lead Officer
T3.10	Pilot 'Safer Schools Officers' to achieve better engagement and introduce early intervention activities.	Supt, County	Police and Crime Plan
3.10.1	Establish Schools and Early Intervention Officers as part of the new Force Operating Model.	Supt, County	Force Restructure
T3.11	Manage suspects and offenders who pose the most risk to committing domestic abuse through the Integrated Offender Management (IOM) programme and through 'alcohol' monitoring tags.	Det Supt, SOC	Police and Crime Plan
3.11.1	Continue to manage the Top 40 Serial Domestic Violence Perpetrators in Nottinghamshire through IOM.	Det Supt, SOC	Lead Officer
3.11.2	Deliver a domestic abuse strategic assessment and problem profile.	Det Supt, Intel	STRA
3.11.3	Work with both City and County Domestic and Sexual Violence Delivery Boards to secure an effective multi-agency response to domestic violence issues; providing a coordinated multi-agency framework for the delivery of Nottinghamshire's domestic and sexual violence action plans.	Det Supt, Public Protection	STRA
T3.13	Improve 101 responses to low level drug dealing, ASB and noise-related ASB through joint partnership working in urban and rural areas.	Supt, County	Police and Crime Plan
3.13.1	Align the Force website information with Nottingham City Council referring to both 101 and the Council ASB hotline.	Head of Corp Comms	Lead Officer
3.13.2	Continue joint working with statutory partners to tackle noise as a themed issue	Supt County	Lead Officer
3.13.3	Install a queue management software solution to even-out demand.	Supt, Contact Management	Lead Officer
T3.14	Appoint a 'Knife Crime Strategy Manager' to improve joint working and mainstream the Knife Crime Team.	Knife Crime Coordinator	Police and Crime Plan
3.14.1	Establish a permanent Knife Crime Team and Knife Crime Strategy Manager to target issues of knife related crime, particularly involving youth violence.	Knife Crime Coordinator	Force Restructure
3.14.2	Establish a multi-agency Knife Crime Plan incorporating an effective process for identifying children and young people at risk of becoming involved in knife crime and ensuring appropriate targeted interventions; an effective communications strategy; and the use of Restorative Justice to resolve on-going tensions and disputes.	Knife Crime Coordinator; Corporate Communication	STRA
T3.15	Establish dedicated burglary reduction teams in the City and County to increase proactive capacity in the Force.	DCI County	Police and Crime Plan
3.15.1	Increase the detective establishment in Local Policing by 2 Sergeants and 24 PCs to support investigations into burglary offences.	DCI County	Force Restructure
T3.16	Continue to support partnership activity and targeted programmes in support of tackling serious and organised crime.	Det Supt, SOC	Police and Crime Plan
3.16.1	Ensure the SOC Partnership Board has appropriate governance, established points of contact for ownership and accountability of identified tasks, and adopts a threat-based approach to prioritising resources that complements the force's existing NIM-based tasking and coordination process.	Det Supt, SOC	Lead Officer

4. Transforming Services and Delivery Quality Policing, the Force will do this by;
  o Designing and implementing a police service fit for 21st Century in respect of our people, estates, fleet and technology.

P&C Plan Ref	Police and Crime Plan Deliverable / Force Action	Lead Officer	Source
T4.3	Completely review and introduce a new policing model across Nottinghamshire.	ACC, Change	Police and Crime Plan
4.3.1	Introduce a policing model which brings together the Neighbourhood Policing, Response and Complex Crime commands under a single Superintendent for each of the City and County.	Supt, Change	Force Restructure
T4.5	Develop a programme of collaboration with the Fire and Rescue Service, including exploring opportunities for shared estates, vehicles and training.	Supt, Strategic Projects	Police and Crime Plan
4.5.1	Work with Nottinghamshire Fire and Rescue Service to commission an Options Appraisal for a Joint Police and Fire and Rescue Headquarters that will be considered by the Blue Light Strategic Collaboration Board.	Supt, Strategic Projects	Lead Officer
4.5.2	Explore options for collaboration between the Police and Nottinghamshire Fire and Rescue within: • Prevention activities • Sharing of equipment • Sharing of estates • Learning and Development • Corporate Communication • Emergency Planning • Organisational performance and working with HMICFRS • To consider any other aspect of each organisations work where efficiencies and service improvements could be achieved by working collaboratively.	Supt, Strategic Projects	Lead Officer
4.5.3	Develop a shared Communications Approach both internally and externally that promotes collaborative working that builds trust and confidence.	Supt, Strategic Projects	Lead Officer
T4.6	Increase co-location of public services and where beneficial share data, buildings, people and information.	Supt, Change	Police and Crime Plan
4.6.1	Continue progression of the Estates Strategy and the principle of co-location, in line with the new Operating Model, where appropriate.	Supt, Change	Force Restructure
4.6.2	Continue to attend the Joint Estates Steering Group with other Blue Light organisations.	Head of Estates and Facilities	Lead Officer
T4.7	Invest and support a common IT platform and system across policing and other technological solutions such as drones.	DCC	Police and Crime Plan
4.7.1	Implement the Force's Information Services Strategy.	Head of IS	Lead Officer
4.7.2	Move overseas visitor's registration, road traffic collision functionality and COMPACT functionality to Niche.	Head of IS	Lead Officer
4.7.3	Provision of new Niche compatible case management systems for DIEU and DIU.	Head of IS	Lead Officer
4.7.4	Create an information cloud to allow public, officers and partners to share files, videos, images.	Head of IS	Lead Officer
4.7.5	Replace the Force's search engine to be able to increase functionality for officers and staff searching multiple systems.	Head of IS	Lead Officer
4.7.6	Introduce a Multi Force Shared Services interface upgrade to Fusion.	Head of IS	Lead Officer
4.7.7	Replace the Command and Control system to ensure technology for managing first contact, incident recording and deployment is maximised.	Head of IS	Lead Officer
4.7.8	Implement the agile project to equip frontline officers with mobile technology, including the provision of force wide Wi-Fi.	Head of IS	Lead Officer
4.7.9	Contribute to the National Programme to have all case file data captured and stored once and available to CJ partners, including the implementation of a two-way interface.	Head of IS	Lead Officer
4.7.10	Contribute to the National Programme to provide a replacement for PNC and PND.	Head of IS	Lead Officer
4.7.11	Contribute to the National Programme to provide digital services to the public, including the Single Online Home.	Head of IS	Lead Officer
4.7.12	Contribute to the National Programme to provide Microsoft Office365 to provide improved technology to officers and staff.	Head of IS	Lead Officer
4.7.13	Contribute to the National Programme to provide Identity Access Management.	Head of IS	Lead Officer
4.7.14	Contribute to the National Programme to provide National ANPR.	Head of IS	Lead Officer
4.7.15	Contribute to the National Programme to provide a CJS common platform.	Head of IS	Lead Officer

4.7.16	Contribute to the National Programme ESN to replace Airwave and supply mobile data.	Head of IS	Lead Officer
T4.8	Invest and promote the welfare of officers, staff and volunteers.	DCC	Police and Crime Plan
4.8.1	Deliver the Wellbeing Action Plan informed by assessment against the Blue-Light Framework to ensure wellbeing is embedded into daily business.	Ch Insp, CiPD / Head of HR and OD	Lead Officer
4.8.2	Continue to address Disability and Wellbeing issues via the Staff Support Group `Enable.'	Ch Insp, CiPD / Head of HR and OD	Lead Officer
4.8.3	Continue the Wellbeing Peer to Peer Support initiative to provide a voluntary, independent support and signposting mechanism for Force employees who are struggling with mental health issues.	Ch Insp, CiPD / Head of HR and OD	Lead Officer
T4.9	Ensure the police workforce and supervisory structure is more representative of the community it serves.	Ch Insp, CiPD / Head of HR and OD	Police and Crime Plan
4.9.1	Continue with Community Engagement, awareness/support sessions, Positive Action Ambassadors and Operation Voice.	Ch Insp, CiPD / Head of HR and OD	Lead Officer
4.9.2	Implement a Positive Action recruitment strategy to include the identification of barriers to recruitment, incorporating positive action events, use of media and modern application processes, with a targeted audience, including schools, cadets, colleges and universities.	Head of HR and OD Corporate Communication	Lead Officer
T4.11	Continue to implement HR Strategy to fulfil requirements of Equality Act 2010.	Head of HR and OD	Police and Crime Plan
4.11.1	Implement the new HR departmental operating model to enhance human resource and organisational development capability to support the delivery of the Force's strategic goals.	Head of HR and OD	Lead Officer
T4.13	Undertake education and proactive communication and media campaigns to reduce inappropriate calls for service.	Supt, Contact Management	Police and Crime Plan
4.13.1	Continue to undertake proactive messaging via social media and other channels to reduce inappropriate calls for service.	Head of Corp Comms	Lead Officer
T4.14	Undertake further research to improve understanding of presenting demand, including the drivers of high rates of 999 and 101 calls.	Supt, Contact Management	Police and Crime Plan
4.14.1	Implement recommendations from the recent Process Evolution Deep Dive Review of Contact Management.	Supt, Contact Management	Lead Officer
4.14.2	Undertake work to prevent or divert calls received, in particular through the provision of officer updates and through call diversion at the point of receipt through the option offer in the call auto attender.	Supt, Contact Management	Lead Officer