

Appendix 1



Chief Constable's Update Report

Strategic Resources and Performance Board

July 2017

Version 2.

1.0 Introduction

I would like to start by paying tribute to the victims of the recent terrorist attacks in London and Manchester. A number of innocent people tragically lost their lives in these violent atrocities including our colleague, Pc Keith Palmer, who sadly lost his life in the attack at Westminster as he guarded the Palace. Every day, our Officers and frontline staff risk their lives to protect our communities and keep us safe. Our thoughts remain with the families and friends of the victims of these terrible attacks.

In Nottinghamshire, we have been carrying out high visibility patrols across the county to provide reassurance and we have been monitoring the situation nationally.

- 1.1 In March, our previous Deputy Chief Constable (DCC), Simon Torr, retired from the service and I want to take this opportunity to thank him for his leadership and dedication to Nottinghamshire Police. Simon's influence has been far reaching in Nottinghamshire Police and he will leave behind a strong legacy. We wish him well in his retirement.
- 1.2 With Simon's retirement, I welcomed a new DCC, Rachel Barber, to the organisation. Rachel joins us from South Yorkshire Police where she was Assistant Chief Constable responsible for protective services. Rachel brings with her a wealth of experience across a number of operational roles as well as organisational policing experience. She will be an asset to the organisation.
- 1.3 In April, I also appointed a new Assistant Chief Constable (ACC), Steve Cooper, to join the Chief Officer Team. Steve, who previously led policing in the City, has recently had operational responsibility for collaboration and will take on the portfolio for transformational change, working alongside ACC Stu Prior, who will be continuing in his role as operational policing lead.
- 1.4 We have also recruited a new Head of Human Resources (HR), Denise Hill, who previously worked for Greater Manchester Police. I look forward to working with Denise over the coming months and I know she will be an asset to the senior management team.
- 1.5 In the five months since my arrival I have been incredibly impressed with the professionalism and commitment of all the staff I have heard about and met. I receive reports of good news and thanks regularly and I am pleased to share some of these stories with you at the end of this report.
- 1.6 This report gives an update on just some of the work that has been taking place recently and is set out by each of the Police and Crime Commissioner's seven strategic priority themes:
 1. Protect, support, and respond to victims, witnesses and vulnerable people

2. Improve the efficiency, accessibility and effectiveness of the Criminal Justice Process
3. Focus on those priority crime types and local areas that are most affected by crime and anti-social behaviour (ASB)
4. Reduce the impact of drugs and alcohol on levels of crime and (ASB)
5. Reduce the threat from organised crime
6. Prevention, early intervention and reduction in reoffending
7. Spending your money wisely

2.0 Priority 1: Protect, support, and respond to victims, witnesses and vulnerable people

- 2.1 Performance data to April 2017 shows that overall victim satisfaction is at 82.5%. In the short term, this is stable. The 'kept informed' aspect of satisfaction, primarily driven by vehicle crime, is an area of decline, which is being addressed. Nottingham Trent University are currently running focus groups to gain further insight, and this will be used to shape the future of victim satisfaction surveys in Nottinghamshire following the change to the Home Office mandate.
- 2.2 Organisationally, we have adopted the new definition of 'vulnerability' and the Contact Management Department has been actively working with the Public Protection Department to ensure that this is fully embedded to ensure that victims are best protected. A new process has also been adopted in the Control Room to ensure that incidents classed as 'vulnerable' are now immediately fully visible across the force on the Force systems.
- 2.3 We have recently seen successful use of a new protocol, which was originally trialed in London, called the 'Banking Protocol'. The aim of this is to protect vulnerable victims against scams. On 2nd June, Nottinghamshire Police received a call from Halifax Bank in Worksop as they suspected that an elderly customer was the victim of a scam. Through a police investigation it transpired that the gentleman had been paying for unnecessary work on his house over and above what the work would usually have cost. The case was then handed over to Trading Standards who will deal with the prosecution and put in place safeguarding measures. This was an extremely effective use of the new protocol and there is a lot of potential to protect and support other vulnerable people in the future.'
- 2.4 Feedback from the recent HMIC re-visit on PEEL Effectiveness was that all staff had a positive attitude for dealing with vulnerability, especially when it came to domestic abuse and they also noted the considerable training given to staff in relation to vulnerability.
- 2.5 The Force has also adopted the new (National) College of Policing definition of vulnerability and created an accompanying force strategy and communications

plan with the key message of, 'Know it. Spot it. Stop it.' Know – the definition of vulnerability and how it relates to day-to-day roles. Spot – think outside the box and use all sense to spot the signs of vulnerability. Stop – stop the potential for harm before it escalates.

- 2.6 One particular high profile case occurred in March whereby On Monday 27th March, officers were called to investigate the disappearance of Samantha Baldwin and her two children following an indication from the Family Court that the children should be removed from her care. The Courts issued a statement outlining the assumption that Samantha had abducted the boys and that she posed a risk to the children. A lengthy and complex inquiry took place and there was a nationwide appeal for information regarding Samantha and the boys' whereabouts. As a result of the appeal, information was given to the investigation team and on 6th April, Samantha was found along with her sons who were safe and put in the care of child care professionals. I would like to take this opportunity to thank everyone who was involved in this high profile investigation where the immediate concerns were for the welfare of Samantha and her two young children.
- 2.7 Another example of the excellent work of our officers in this area of business is the recent sentencing of an online groomer to three months in prison as well as being given a sexual harm prevention order and being required to sign the sex offender's register for life. Mark TAFT was arrested in September 2016, charged and remanded in custody while a major investigation was launched, which included extensive digital and forensic work across the UK and Northern Ireland.
- 2.8 I was extremely proud that the professionalism, diligence and dedication of Nottinghamshire Police officers, in bringing criminals to justice and preventing serious crimes from being committed, was recognised at a recent awards ceremony. Officers serving in the Force's Uniformed Operational Command and Public Protection departments were honoured during the ceremony held at Mansfield Town Football Club ceremony held on 10 May 2017.

Among the officers commended was DC Lisa Spencer who was praised for her actions in identifying victims of online grooming, providing them with necessary support and bringing the offender to justice.

In June 2016 DC Spencer was allocated to investigate allegations that a 44-year-old Nottinghamshire man was concerned in the online grooming of children. Realising the risk to the children she immediately arranged for the suspect to be arrested and a search to be undertaken. The offender was bailed and she then began a complex investigation, identifying further victims from a mobile phone seized from the suspect's address. A total of twelve victims, aged between 12 and 15 years and living across six counties, were identified as having been groomed by the suspect.

DC Spencer provided support to each of them and their families until they felt confident and brave enough to provide evidential disclosure. The offender was re-arrested in September 2016 and remanded into custody despite denying the offences. He was convicted on 9 December 2016 and sentenced to four years and eight months imprisonment.

3.0 Priority 2: Improve the efficiency, accessibility and effectiveness of the Criminal Justice Process

- 3.1 The East Midlands Criminal Justice Service (EMCJS) continue to enhance personal feedback to officers in the case (OICs) and sergeants regarding quality issues surrounding files. In the next month a second system will be introduced to ensure quality is as it should be at the first hearing. We are looking to share error rates at the top end of the spectrum and the bottom so as to reward those OICs who are doing exceptionally well and to aid in the development through a structured focussed development plan of those who struggle. The first batch of data is now available and the process is being worked through to ensure a continuous improvement in quality that is sustainable and rewarded.
- 3.2 EMCJS are performing Court Observations for the Crown Court over the next month and as such are looking at issues which need system wide improvement. After the first observation session we have decided to trial a SPOC for PTPHs to ensure the first hearing in the Crown Court is effective. This is only a week old at this stage but a number of files have benefitted from this approach. We continue to trial this with the support of Detective Chief Inspector Healey.
- 3.3 In order to improve attendance at Court the possibility of the use of a text service is being explored. At the moment this is being developed by Leicestershire and Northamptonshire but over time, and with success, this will be rolled out in Nottinghamshire.
- 3.4 EMCJS are also working with regional colleagues to develop a process for Proof in absence. This will mean more effective first hearings and is echoed in current national thinking as an issue for improvement. Once the new process is implemented this may reduce Failed To Appear (FTA) warrants and prove a far more effective use of court time.

4.0 Priority 3: Focus on those priority crime types and local areas that are most affected by crime and anti-social behaviour (ASB)

- 4.1 The force continues to record crime at a higher level than previously, following activity to improve compliance with the national crime recording standards. In the 12 months to April 2017 the force is recording a 16.7% increase in All Crime, with this primarily driven by increases in Violence Against the Person, Public Order offences and Sexual Offences.
- 4.2 There is a downward trend apparent in ASB incidents recorded. Positive Outcomes performance appears to have stabilised in recent months and the current outcome rate is in line with previous levels.
- 4.3 Performance continues to be reviewed on a monthly basis by all Chief Officers at the Force Executive Board where they are provided with an update on exceptions and the Performance and Insight report, which covers crime, workforce and financial performance.
- 4.4 The Force Control Room supports the organisation in prioritising its workload through the use of the CRIM by dealing with volume crime and incidents, appropriately, over the phone. This buys the organisation the capacity to invest more time and resource into dealing with priority crimes. The Control Room supports the City's ASB 'night-car' tagging incidents for the officers working on this resource so that ASB incidents can be attended as the incidents are occurring
- 4.5 The first ASB Civil Injunction has recently been secured in Nottinghamshire. A 15-year-old was handed this at Nottingham Youth Court on 9th June after 16 ASB incidents, which caused upset and annoyance to the public. This is a really positive outcome for the Neighbourhood Policing Team who secured the Civil Injunction and shows how we are tackling ASB in communities to secure a better quality of life for all those involved.

5.0 Priority 4: Reduce the impact of drugs and alcohol on levels of crime and (ASB)

- 5.1 We continue to work with our partners on the second phase of the Local Alcohol Action Area (LAAA) programme to tackle alcohol related crime and health harms through a problem solving approach. The first phase of this programme resulted in Nottingham gaining the Purple Flag accreditation, which the City has held for seven consecutive years. Having Purple Flag status indicates that Nottingham is a great, safe and vibrant place for a night out.
- 5.2 The force continues to monitor the volume of crimes with an alcohol marker on Niche, however the level of alcohol-related crime remains low at 6.6%. It is

estimated that the true picture would be expected to be around 13-15%. The same is true for alcohol-related violence, and it is suggested that this is due to the way markers are used on the crime system.

- 5.3 55.7% of all Night-Time Economy Violence Against the Person offences are flagged on Niche as being alcohol related this year.
- 5.4 We are proactively policing drug intelligence and, as a result the number of supply offences increased by 23 in 2016/17 compared to the previous year. A recent example of this is the proactive policing operation undertaken by our Organised Crime Team that led to 15 men being jailed for a total of more than 65 years after a Class A drugs gang from St Anns was dismantled. It was reported in the media that, 'Nottinghamshire has the third highest rate of drug trafficking in the whole country with nearly 700 offences a year in the city and county.' This is due to the pre-emptive work that the teams do to bring these offenders to justice and because we are more likely to know about the drug trafficking that is taking place in Nottingham and Nottinghamshire.
- 5.5 Operation Promote and Operation Yeoring, as specific examples, were passive drugs dogs operations that are designed to reduce violence by breaking the link between the consumption of alcohol and drugs. These are supported through the organisation's commitment to ensuring stop and search powers are understood and used effectively.
- 5.6 An anti-violence and drugs operation took place in Mansfield town centre on 2nd June to reduce violence and drug related offences. The Beat Team with the Beat Managers, Special Constables, and a passive drugs dog and handler worked together to test entrants to clubs, pubs and to carry out drugs dog searches. Three people were arrested and a further four interviewed under caution.
- 5.7 In the City, Operation Narwal has seen officers tackling drugs supply lines from bordering areas. This focuses on drug use and supply. During week commencing 12th June the op ran for three days and resulted in 23 stop searches and 8 arrests with a number of the offenders being from the homeless and street drinking fraternity. The results are also shared with Community Protection who look at any housing action that can be taken to reduce the impact of these offences on our communities.
- 5.8 In addition to the above, the Street Engagement Team (SET) was set up four months ago in partnership with Nottingham City Council Enforcement Officers, Clean Slate and Framework Outreach. The aim is to support vagrants and beggars through the partnerships and to return EU foreign nationals to their country of origin voluntarily if possible. In addition, a number of orders have been obtained and various prosecutions for breaches of orders and begging have been issued. It is reported that the cohort of regular beggars in the city centre has

reduced from approximately 60 to 40 individuals during the SET's four month tenure.

6.0 Priority 5: Reduce the threat from organised crime

- 6.1 The Organised Crime department has worked consistently to reduce the threat posed by Organised Crime Groups and the individuals mapped within them, reducing the threat risk and harm posed by them to communities of Nottinghamshire. Some recent examples of specific policing operations in this area are:

Op Kinetograph: This operation targeted an organised group of cash in transit robbers who had been committing offences across the region. The offenders, in a space of days, committed four cash in transit robberies, two robberies of individual's vehicles, a commercial robbery where they stole £10,000 and 14 theft offences. Following an operation mounted by the Organised Crime Department the group were arrested outside a security depot on Rotherham, at a time when the next vehicle to leave the premises was carrying £14m in cash. At this time the group were armed with machetes and metal bars. The group pleaded guilty at Nottingham Crown Court on 11th May 2017 and await sentence.

Operation Belt

Operation Belt has worked to target an Organised Crime Group in St Ann's following close engagement with local neighbourhood policing. A referral was made through the force tasking process requesting assistance to target the Organised Criminality left behind following a previous operation in St Anns.

There was close working with East Midlands Special Operations Unit (EMSOU) due to overlap between two separate operations, ensuring the best outcomes for Nottinghamshire and the communities that it serves.

The operation has been successful in recovering large quantities of drugs, protecting the vulnerable that were being targeted by individuals within the group and dismantling the allocated section of the Organised Crime Group, all of which worked to protect the local community.

The Crown Prosecution Service has worked closely with the investigation team and will be charging the group with conspiring to supply class A drugs.

- 6.2 Identifying and assessing the threat posed by previously unknown organised criminality remains a significant challenge. This is mitigated by the utilisation of local intelligence collection plans supported by Neighbourhood Policing Teams and Partners aimed at the early identification of any potential new and emerging crime groups that may be impacting upon a local area.
- 6.3 There have been a number of examples of excellent work by both Nottinghamshire officers and colleagues from EMSOU recently whereby, as a

result of intelligence received, firearms have been recovered from vehicles and other locations. In June, police officers searched an area of parkland on the back of information being received resulting in a sawn off shotgun being found along with two rifles with telescopic sights in a separate location in the park. Using this same intelligence, further replica firearms were recovered from an address, which, although they were replicas, were of a standard that could have enabled them to be converted for actual use. Also in June a stop and search of a vehicle, as well as two separate vehicles failing to stop for officers, also led to the recovery of three further firearms along with other items used in the commission of serious crime. All of this indicates how we are constantly acting on good intelligence to reduce the threat from serious and organised crime.

7.0 Priority 6: Prevention, early intervention and reduction in reoffending

7.1 Performance for the Integrated Offender Management (IOM) cohorts is extremely positive, with an average reduction in risk score of 84% for those nominals that have exited the scheme. The mid-point scores for the quarter one cohort (January to March 2016) shows a reduction in risk score of 64% over the 12 months that this group of nominals have been on the programme.

7.2 A number of other areas are also focussing on prevention and reduction in reoffending through education, such as the East Midlands Operational Support Service (EMOpSS). In March I took on the lead for EMOpSS and in June Julia Debenham became temporary ACC for this area of business. Chief Superintendent Ian Howick retired from the Police Service in April and Chief Superintendent Kerry Smith took over the role as Head of the Department. One of Kerry's initial tasks has been work around the STRAs, which is well underway. There will be an even greater focus put on developing partnerships along with prevention and education and this has already begun with the team working to produce an educational product to support forces in combating knife and firearms related violent crime.

7.3 A Nottingham city centre operation, that has been running on a monthly basis since early 2016 continues, to generate results in helping to keep the city safe:

Operation Flicker, which is led by members of the Force's Special Constables, working alongside the Nottingham city centre Neighbourhood Policing Team, focuses on reducing the number of Traffic and anti-social related offences across Nottingham.

On Saturday 29 April 2017 eight Special Constables paraded on duty to support that operation, to patrol by foot and bicycle, resulting in a number of positive results. In all, the volunteer officers seized four vehicles, issued eight traffic offence reports, made one arrest and seized one bladed article.

The results come following the roll-out of the operation in other areas of the City, including Aspley and Strelley.

On Tuesday 25 and Wednesday 26 April, Special Constables joined forces with members of the Broxtowe Police: Nottingham City Neighbourhood Policing Team to launch Operation Flicker across the North of the City.

During the two-day operation, five Traffic Offence Reports were issued, four vehicles seized (for having no insurance and/or no vehicle excise licence) and one offensive weapon was seized.

The Operation is set to continue over the coming weeks and months as the Force continues to crackdown on reducing traffic offences and anti-social behaviour across the county.

- 7.4 In the county, our seven new Rural Parish Special Constables are getting to grips with policing having left training school and working with their tutors. All Special Constables play a hugely important role in different aspects of policing but especially in preventing crime and providing visibility across the Force. Some of our Rural Specials have attended and worked the County Show in May while they also joined forces with the Environment Agency to tackle illegal angling and to engage with our rural communities. I'm looking forward to being able to report on more of their good work in coming months.

8.0 Priority 7: Spending your money wisely

- 8.1 At the end of 2016/17 we achieved an underspend of £1million. This was due to the financial risk being minimised throughout the year in order to meet the efficiency target. We have also made additional contributions in year over and above what was budgeted, which has meant that we have provided ahead of time against a number of areas to help ease the burden in future years.
- 8.2 We have continued with significant recruitment activity in order to increase front line officer and staff numbers. This has included targeted, overt campaigns to increase the number of interested candidates whilst maintaining interest from British Minority Ethnic (BME) groups. This is bringing much needed capacity to neighbourhood policing.
- 8.3 The Force has developed a 'fast track' offering for individuals who have already completed officer recruitment with other Forces. The 'fast track' process will ensure that any internal member of staff or member of the public who transfers their Assessment Centre result to Nottinghamshire Police will commence on one of the first cohorts planned for 2017/18.

- 8.4 The most recent recruitment drive for PCSOs closed on 22nd June following a number of support sessions to assist potential applicants with their applications. As a result of our recent recruitment drives, between January and May this year we have had 30 police officers joiners, 10 PCSOs and 81 members of police staff. Four transferees are planned to join the Force in July.
- 8.4 East Midlands Collaborative Human Resources (EMCHRS) Learning and Development (L&D) are delivering a number of cohorts to support Nottinghamshire Police to deliver an extra 200 Police Officers in 2017/18. 12 IPLDP cohorts with up to 18 delegates on each. 3 PCSO cohorts with 16 delegates and 2 officer transferee cohorts with 10 delegates.
- 8.5 In addition, the new EMOpSS Senior Leadership Team are focussing on reviewing their performance framework to enable regional reporting and developing methods to feedback to the Force around outcomes for activity conducted within Nottinghamshire and, in particular, against local issues. A review of EMOpSS will be taking place and the terms of reference around that are currently being formulated.

9.0 Examples of our work

- On Wednesday 24th May, officers from the County South Proactive Team showed that doing things differently when tracking down a suspect can lead to fantastic results. Officers attended Beeston Marina following reports that an offender who was wanted for failing to appear at court was mooring his boat between Beeston and Long Eaton. Having checked for the boat at both at Beeston and Sawley Marina with no luck, officers asked a member of the public if they could borrow his services, and boat to take them up the river.

Not long after setting off, panic set in as they realised the boat was taking on water and starting to sink. Thankfully, the boat owner managed to get the boat to the side, where he managed to plug the hole and prevent more water coming in. Unperturbed, the good samaritan pumped out the water and before long they took to the water again.

En route, the boat of interest was spotted, hidden among some undergrowth, next to the tow path. The officers disembarked further up the river and then walked back two miles to where the boat was spotted.

On board Lockett was arrested on suspicion of breaching a court order. Officers, along with Lockett now in handcuffs, had a long walk back to Barton Road, Long Eaton, where transport to custody had been arranged to greet them. At court the following morning Lockett's original suspended sentence of eight weeks was imposed and he is now back in prison.

- DC Keeley Mansell was awarded the Women in Policing Award at the Police Federation Annual Conference in recognition of her work to raise awareness of the menopause and the challenges it brings. Keeley's work has resulted in new force policies being implemented. It is hoped that her 'Manager's Guide and Policy' will be rolled out nationally. This is a fantastic testimony to Keeley's commitment and dedication whilst also maintaining a full time role.
- An off duty Police Sergeant, Darren Sear, who risked his life to save a suicidal woman from drowning while on holiday in Skegness in October 2015, has been awarded the Royal Humane Society Testimonial on Vellum (awarded when someone puts themselves in considerable danger to save, or attempt to save, someone else's life) and was also awarded the Annual Police Medal, the highest award issued to recognise an outstanding act of heroism.

Ends