

Appendix 1



Chief Constable's Update Report

Strategic Resources and Performance Board

16 March 2017

Version 1.0

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1.0 Introduction

Since the previous Chief Constable's update report was presented in September 2016 Chief Constable Sue Fish has retired from Nottinghamshire Police and Chief Constable Craig Guildford (formerly Deputy Chief Constable for Gwent Police) has taken up the role with effect from 1st February 2017.

- 1.1 I would like to take this opportunity to thank Sue and my new Chief Officer colleagues for the warm welcome I have received in Nottinghamshire and I wish Sue all the best for her retirement.

I am looking forward to the opportunity to lead Nottinghamshire Police and I am proud to be Chief Constable for Nottinghamshire. It is important to me that the public, our partners and our officers and staff have confidence in what we are doing now and what we do in the future.

DCC Simon Torr has announced his retirement and is set to leave the Force in May 2017. Simon has made a significant difference to the organisation and will leave a strong legacy. I am currently recruiting a replacement DCC which will ensure continuity and the process will conclude next week.

- 1.2 I am a big believer in in Neighbourhood Policing and protecting the vulnerable. I want to ensure that we continue to work closely with schools and charities to further ensure a crime prevention approach in the long-term. I am looking forward to continuing to build on the excellent work that has been done with our communities so far and to develop policing together with our partners, the community and our staff.

- 1.3 My three strategic intentions which exemplify what Nottinghamshire Police should aspire to achieve are:

- 1) Engaged Communities: The public want the police to be there when we really need them and I want to ensure that we continue to invest in close partnership working to prevent and respond to emerging threats. We have to be good at and understand the big things as well as those quality of life issues. That does not mean that we do everything for everyone, but what it does mean is that we give of our best, work collaboratively and play our part. We listen and we provide honest, timely feedback.
- 2) A service that works for local people in a way which makes sense to them, which is responsive, open and honest when we get it wrong and prepared to stand on when the need arises. This means that we structure ourselves intelligently and we are prepared to look outside and take evidence from elsewhere which could improve the service we deliver. I want us to be the best we can be and I am acutely aware that the variable police funding arrangements and demographics obviously create different pressures in

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different forces. Regardless of this, we give of our best and we focus upon service.

3) An employer of choice: I want to retain good people and attract new talent into the organisation. My intention is to accelerate this in the 2017/18 financial year and I am particularly keen to create internal opportunities for individuals and to ensure that ideas are encouraged from the bottom up. We are on a journey in terms of our levels of representation across the organisation and I very much want to ensure that this aspect of our organisational and operational effectiveness is promoted in a way which sees local jobs for local people and makes us better at both what we do and how we do it. I am also looking at the recent changes with apprenticeships, fairness in acting/temping, promotion opportunities, workforce mix, entry and exit routes and how we bring service deliverers into our review processes.

1.4 Since my arrival I have been impressed with the professionalism and commitment displayed and have shared some examples of this work at the end of this report.

1.5 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 Commissioners Force'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 The force continues to focus on improving victim satisfaction and we are working with colleagues at Nottingham Trent University to carry out a bespoke piece of analysis on victim satisfaction and service delivery, exploring what we are doing well and where we can improve, with a focus on keeping victims updated.

2.2 The Safer for Womens' Conference on 21st September attracted a national audience. Since recording began in April 2016 Nottinghamshire Police have taken over 80 reports of misogynistic hate incidents over 30 of which have been

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recorded as crimes. Other Forces have followed our lead and a number of women have told us their confidence in the police has increased and this can only have a positive effect on the reporting of other crimes, such as domestic abuse.

- 2.3 Our reductions in repeat victims are positive. 21.2% of Domestic Abuse victims in January were repeat victims, this is reduction on the baseline monthly average for last year from 34.5%. I note this has been achieved at a time when police officer numbers have been reduced which makes this fact very impressive.
- 2.4 Modern slavery is a significant criminal industry worldwide. We put safeguarding at the heart of our approach to Modern Slavery and our primary focus has been to raise awareness and galvanise partners, including private industry and the third sector, into providing a coordinated and effective service to victims, and to collectively make Nottinghamshire a hostile environment for traffickers to operate.

Investigations are often complex and challenging with reluctance of victims to engage, mitigating risks to the victims and their families, many of which are overseas or intend to return to their country of origin.

Given the increasing number of incidents and intelligence on Modern Slavery there is a growing momentum to allocate dedicated resources to provide a consistent and high level of service to these complex crimes. Our Investigations & Intelligence Command restructure will include this element; Complex Crime, Modern Slavery and Human Trafficking.

The force was recently praised for its work in tackling modern slavery by the Independent Anti-Slavery Commissioner after two brothers were each sentenced to six years in prison for conspiracy to arrange travel with a view to exploitation and fraud by false representation. Specifically, the investigation team was congratulated for their proactive approach in identifying victims and targeting the suspects of modern slavery and trafficking.

- 2.5 We have adopted the Herbert Protocol to help save valuable time for officers when attending a missing person report. Families or carers of vulnerable people are encouraged to complete a form on our website, which includes significant details that can be shared with family, friends, and trusted neighbours and handed to the police in case of need to assist with the search for a missing person.

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

- 3.1 I want to work with partners locally to identify where we can jointly improve performance outcomes collectively across the CJ landscape.

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- 3.2 EMCJS continue to work in partnership with the CJS agencies and Derbyshire constabulary to improve efficiency, accessibility and effectiveness in the Criminal Justice Process. We now have a stable joint agency performance review meeting are well represented on the Regional Criminal Justice Board. We need to be bold and prepared to try a number of different approaches in this area of business.
- 3.3 In terms of measuring improvement in outcome and efficiency, national figures in relation to the Transforming Summary Justice initiative (improving the efficiency of Magistrates Court work) have recently seen Nottinghamshire climb 10 places in the national league table and we are now exceeding the national average in 5 of 15 measures. In Q3 we lie 32/42 Forces. These metrics are not solely police based and so are not all within our control however it is true to say that since the start of the partnership performance group performance each quarter has improved against the last quarter repeatedly. The improvement journey is on-going but the gap to the top ranking force is closing each quarter. Working on the action plan from the Efficiency and Effectiveness Board, more improvement is expected as we re- focus our emphasis for the coming performance year.
- 3.4 The Crown Court is undoubtedly a stronger picture with the overall conviction rate for Nottinghamshire being above the national average throughout this performance year and the last. The same pattern can also be seen in the overall guilty plea rate for the Force. Guilty plea at first hearing is an issue and as such are working with the Resident Judge to improve efficiency in this area by implementing a fast track approach which is aimed at increase guilty pleas. Performance in this area in Q3 was poor being 8.7% off the national average however in the previous quarter the gap was only 1.4%. We are also working with CJS partners to perform a number of court observations to understand better performance in this area and make improvement recommendations as a result. I am due to meet the new Recorder of Nottingham shortly having been briefed by the Head of CPS regionally.
- 3.5 In response to the publication of the national Digital Landscape Review report, and in preparation for interoperability with HMCTS and CPS Common Platform delivery we are extending our focus on our digital capabilities. We have scoped our EMCJS Digital Business Requirements and are sharing them with national and regional IT leads in order to develop a digital environment operational plan. This will be a significant and cross-cutting piece of work that could deliver transformation for victims, witnesses, officers and partners. Anticipated efficiencies will include the ability to collect, store and share material in a true digital format. Interoperability of police and partner systems is crucial in delivering any efficiencies and this is a key priority for the coming year.
- 3.6 Under the governance of the East Midlands Criminal Justice Board we are working closely with partners to extend our use of Live Links (video-enabled) for

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police officers to give evidence at court. This prevents the need for them to physically attend court for that purpose in most cases. HMCTS are leading around the provision of facilities for witnesses and victims to provide evidence over Live Link and we are fully engaged in that programme.

- 3.7 On 3rd April 2017, the revised Bail Act will become law. It imposes significant constraints on police use of pre-charge Bail and will require cultural transformation from an investigative perspective. Working closely with Force based SPOCs, EMCJS are coordinating the regional response to this piece of legislation and will ensure that perceived risks to the efficiency and effectiveness of our services are identified and managed.

For all Forces this will be a challenge and there will be some inevitable cases where suggested timescales will require some strategic focus due to the risk and increased volume of bureaucracy placed upon our officers and senior managers. We will rise to the challenge and briefings to date have been well received by staff.

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 recorded a 9.4% increase in All Crime year-to-date compared to the same period the previous year. Although the proactive National Crime Recording Standard (NCRS) audit programme has now finished, the Force has implemented a daily audit process to maintain compliance with NCRS. As a result, the recorded crime volume in December remains at a higher level and this is expected to continue. I have been very clear about this issue as we are recording ethically, checking, and are still below the average increase which is very pleasing.
- 4.2 Anti-Social Behaviour remains stable with a 4.7% decrease against 2015/16 which equates to a reduction of 1,347 incidents.
- 4.3 The percentage of people who agree that the police and local councils are dealing with Anti-Social Behaviour (ASB) and other crime issues remains stable. However, there was a marked improvement in performance for the statement 'The police do a good or excellent job', compared to the previous year.
- 4.4 Mansfield and Ashfield Police and both the District Council's Community Safety departments have officially launched their new hubs at the respective Civic Centres. The hubs will provide a joined up approach to dealing with crime, disorder and safety issues and will see the organisations sharing services and buildings. It is hoped to improve links with communities and to adopt a single process for all hub officers to deal with antisocial behaviour and low level crime. I

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hope to be able to complete this rollout in the near future with the PCC's assistance.

- 4.5 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.

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

- 5.1 On 27th January 2017, the Home Office launched the second phase of the Local Alcohol Action Areas (LAAA) programme and Nottinghamshire has been selected to participate. The aim of the programme is to tackle alcohol-related crime and health harms as well as creating a more diverse night-time economy through a problem solving approach. Local agencies, including licensing authorities, health agencies, and the police will work together with businesses to address problems cause by alcohol in the local area.

Nottingham was also part of the first phase of the LAAA in 2014 and benefited from the approach in respect of sharing best practice across the country and developing productive relationships with key national partners.

Success in Nottingham, through a variety of interventions, such as increasing trading standards activity on underage sales of alcohol and the introduction of a triage service for street drinkers, so far has resulted in the city gaining the Purple Flag Award. This status provides the reassurance that people can enjoy a safe night out in the city.

- 5.2 The reported number of Alcohol-Related Violence has been reported in similar proportions since the last report; this level remains at less than half that is estimated nationally.
- 5.3 58.1% of all Night-Time Economy Violence offences are alcohol related.
- 5.4 We are proactively policing drug intelligence and as a result the number of supply offences has increased by 28 year to date.

6.0 Priority 5: Reduce the threat from organised crime

- 6.1 The current known threat from Organised Crime in Nottinghamshire remains high and each active OCG has a specific management plan aimed at mitigating and/or removing the threat.

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6.2 The overarching joint partnership Serious and Organised Crime priorities are;

- Drug supply, production and importation
- Organised financial and cyber crime
- Foreign national organised criminality
- Violence and the criminal use of firearms and other weapons
- Human trafficking, exploitation and modern slavery

6.3 The Nottinghamshire Serious and Organised Crime Board ensures that there is a Multi-Agency response to organised criminality. This approach is increasingly more relevant in light of the continued emergence of complex crimes requiring a sophisticated, coordinated, multi-agency approach to prevention and problem solving.

6.4 The new Investigations and Intelligence Command has, as part of it, an Organised Crime Department which features a dedicated Organised Crime Task Force.

6.5 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.

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

7.1 Seven Police Forces, including Nottinghamshire Police have been working with the Ministry of Justice and local criminal justice partners to design and implement the first mandatory GPS tagging pilot. In Nottinghamshire the courts can tag subjects released on bail and offenders given a community or suspended sentence order. The Parole Board can also tag certain offenders on release. Our Integrated Offender Management Teams are providing the field service support. An independent evaluation will consider the behaviour of the tagged subjects, the use of tags by decision makers and how the lessons learnt from the pilot can be applied to the national rollout of GPS tagging, expected in the next two years.

7.2 We continue to work in partnership with Nottinghamshire City Council and other partners in the Priority Families Scheme. Trained PCs and PCSOs engage with the families that meet the criteria including domestic violence, crime, ASB, unemployment, health and those who are at risk of CSE or gang affiliation. Since July 2014 Nottinghamshire Police have worked over 50 families and this early intervention has shown success with a 42% average reduction in offences and incidents per year compared to the situation pre-support. We continue to

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progress with phase II of the National Troubled Families Initiative which runs until 2020.

- 7.3 The Integrated Offender Management (IOM) Team are producing some very good results evidenced by the management information tracking tool following a years' worth of data. Since the focus of IOM has moved to threat, risk and harm, the average entry scores have risen but despite this the exit scores show an extremely positive average of an 80% reduction in risk for those leaving the scheme.
- 7.4 We have maintained the provision of a Mental Health Nurse in the control room to supplement the work the triage car does in the evening. This has resulted in earlier interventions for service users who often erroneously called the police, but are signposted appropriately with a measured response. Currently, on a typical day we will respond to approximately 24 incidents flagged as being associated with people with mental health issues.
- 7.5 We have been working on an innovative hate crime perpetrator programme with local authority partners, the National Holocaust Centre and Nottingham Trent University, aimed at challenging the thinking and behaviour of people who have committed, or are at risk of committing a hate crime or hate incident. The programme uses the National Holocaust Centre and exposes delegates to the most extreme example of hate crime in living memory to encourage them to consider the impact of their behaviour and the consequences. Whilst some delegates will have been through the justice system referrals can be made by officers, staff and external partners and some delegates may be at a pre-justice system level of intervention to challenge behaviour at an early state and prevent escalation.

8.0 Priority 7: Spending your money wisely

- 8.1 Monthly budget monitoring indicates that the force is on target to meet its challenging financial plan and is expected to achieve a small underspend at the 2016/17 financial year end.
- 8.2 The force is committed to undertaking a Priority Based Budgeting approach that will be effective for the financial year commencing 1st April 2018. This approach will help us to ensure that our limited resources are directed to best meeting statutory requirements and force priorities. It will enable us to identify efficiency savings that can be re-invested in priority areas and where efficiencies are not possible to ensure our services provide value for money. Resources will be tailored to meet demand so that we are in the best possible position to mitigate the risks resulting from vulnerability.

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- 8.3 Building on the recruitment drives at the end of 2016, we have recently run a recruitment process for PCSOs in January and February, which will ensure that the establishment of 200 is maintained. PCSOs are an extremely valuable part of the policing family and we look forward to welcoming a cohort this April.
- 8.4 There are recruitment plans in place for 2018 with the aim of boosting frontline policing. We have recently welcomed a cohort of 12 student police officers along with 12 transferees and re-joiners and there are also plans to recruit additional Police Investigatory Officers.
- 8.5 The Force has also recently advertised Special Constable recruitment which closed on the 10th March. The East Midlands Operational Support Service (EMOpSS) have provided an opportunity for seven members of the Special Constabulary to join them. This opportunity allows members of the wider police family to work in a specialist unit providing value for money across the East Midlands region.
- 8.6 The Force is expanding its Cadet Programme to include six 13 year old cadets. The Cadets, which has previously been run for 16-18 year-olds, take part in various initiatives to improve their confidence and communication skills. This is an excellent way for Nottinghamshire Police to engage positively with young people.
- 8.7 The Force has been ranked 35th in the Stonewall Top 100 Employer 2017 index. This is the fourth highest rated police force in the country and the Force's LGBT+ support group, the Network, has been named as a Highly Commended Network Group. This is a tremendous achievement and highlights our dedication to providing our workforce with a safe and inclusive environment in which to work.

9.0 Examples of our work

- Pc Sam Flint has been recognised for her work to help prevent young people in care from committing crime in the New Year Honours with a British Empire Medal (BEM). I am delighted that Sam has been honoured for her work. Sam's work ensures that young people in care are rehabilitated in the community, are making amends and that they are diverted from offending.
- Quick-thinking officers saved a man's life after he fell into the River Trent on 18th February. PC James Patterson entered the water with a life ring tied with a rope and rescued the man whilst PCs Easter, Darwood-Brown and Gordon worked together to pull them to safety and after a tense and difficult few minutes of CPR the victim started to show signs of life and was taken to hospital where he has recovered. They demonstrated superb teamwork, ingenuity under pressure and their commitment to protect life.

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- Two suspects in a post office robbery in Nottinghamshire were tracked down thanks to the excellent work of PC Robbie, a dog handler covering from Leicestershire and Police Dog Grace. This involved a 90 minute track across fields, through farmland, woodland and ditches. The two men were charged with robbery and a large amount of cash recovered. A team effort from responders and investigators producing a fantastic result.
- Cannabis Dismantling Team Civilian Enforcement Officers Ralph Gibson and Simon Wells were at work travelling along Colwick Loop Road on the afternoon of 31st January when they witnessed a serious car accident with debris penetrating the car and the driver suffering from life-threatening injuries. They applied an improvised tourniquet to the driver for over an hour whilst also dealing with the general chaos at the scene and awaiting emergency services. Medical professionals confirmed that their quick thinking certainly saved the driver's life and their actions reflect the highest standards of professionalism under extremely arduous conditions.
- Operation Duration: In October two serious stranger sexual assaults/ attempted rapes were committed in the City and were linked by investigators. Public Protection commenced an extensive investigation whereby an initial suspect arrested in the locality on description was eliminated. A second, 16 year old suspect was arrested and denied the offences. Following a fingertip POLSA search DNA evidence was obtained and covert policing recorded admissions to both attacks. With mounting evidence a guilty plea was made for two attempted rapes and two sexual assaults at the hearing in January. Despite the guilty plea and juvenile status he was sentenced to 14 years (9 years prison/ 5 years extended probation monitoring) and will remain on the sex offenders register for life.
- Operation Jongleur was an undercover policing operation targeting mid-level drug supply in the St Ann's area and ran between August 2014 and March 2015. The final conspiracy trial concluded in February of this year with another custodial sentence of 9 years. The total tally for this operation is now in excess of 100 years imprisonment.
- Non-stop RTC, Kirkby-in-Ashfield, 19th February: An unidentified driver of an unidentified vehicle purposely mounted the kerb and hit the victim. The vehicle then turned around and drove at him and hit him again. The IP was admitted to intensive care with his injuries. Extensive enquiries identified the offender who has been arrested and charged with Section 18 Wounding with a successful remand application.

Ends

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