

APPENDIX A

POLICE AND CRIME PLAN (2016-18)

COMMISSIONER'S STRATEGIC THEME FIVE UPDATE

QRT 4 UPDATE (April 2016 to March 2017)

STATUS KEY and Results: The overall rating is therefore very good

Green	Achieved or Adequate Progress being Made
Number & %	15/ 15(100%)

Amber	Started but Inadequate Progress or Risk that it won't be achieved
Number & %	0/0 (0%)

Red	Unachieved or likely that it won't be achieved
Number & %	0/ (0%)

White (NS)	Not Started but Planned to take place during later Qrt
	0/ (0%)

THEME 5: REDUCE THE THREAT FROM ORGANISED CRIME

Ref	Lead Officer	Strategic Activity	RAGB STATUS
5C01	SF	*PL3: Work collaboratively with established PROTECT and PREVENT programs in national, regional and local areas, deliver appropriate awareness events to ensure effective, consistent and detailed information is made available to individuals, communities and business. This will allow individuals to understand the risks, and enhance resilience to Cyber Crime.	G
Update		The Force is currently delivering a Fraud and Cyber Protect Plan to victims of crime utilising Citizens in Policing. Vulnerable victims are identified through various data sources (NFIB returns/Calls for Service/NCA). Bespoke advice is identified and provided to victims using the Home Office Segmentation Data. The Force has also now secured an intern through Citizens in Policing who works alongside the Protect Officer in developing the effective delivery of crime prevention advice and reaches identified hard to reach at risk communities (Adult education facilities throughout Nottingham).	

	The Force utilises a Twitter feed to ensure the Cyber prevent message is circulated and this is supported by material circulated by City Of London Police. This ensures that current crime prevention advice is made available as part of the protect plan. Staff are currently liaising with Market Research to assess performance delivery through a satisfaction survey process. The Force is actively participating with the National User Group around protecting vulnerable victims and providing tactical advice to other forces in relation to the project. The department has just advertised for two newly created Cyber Protect posts to uplift our capacity in this area.			
5C02	DCI Sean Dawson Regional Prevent Lead	*PL5: The Nottingham Prevent Team 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 extremist rhetoric and acts of terrorism.		G
Update	Prevent Team works with statutory partners through the “Prevent Steering group” forum and CHANNEL ¹ – again this is business as usual in terms of mitigating risk and protecting vulnerable persons. • Between April 2016 and January 2017, there were 77 referrals to the prevent Case Management Process of which 67 are now closed.			
5C03	KD/AD	Support and provide funding to the regional unit on serious and organised crime		G
Update	The Commissioner continues to provide financial support to the East Midlands Special Operations Unit (EMSOU) collaboration to combat Serious and Organised Crime (SOC) across the East Midlands in line with the agreed regional funding formula. Serious and Organised Crime exists in many forms and currently EMSOU is tackling, Cyber Crime, Child Sexual Exploitation and Human Trafficking / Modern Slavery as its highest priorities. EMSOU also continues to tackle more traditional Serious and Organised Crime, such as the Supply of Firearms and Controlled Drugs, Serious Acquisitive Crime and the associated Money Laundering. Recent successes in Nottinghamshire have seen children and vulnerable people made safe, whilst paedophiles have been successfully prosecuted for grooming and sexual offences with children. The threat, risk and harm caused by Organised Crime Groups is being mitigated and the work of EMSOU is having a positive impact on reducing that threat and risk. There have been numerous criminal gangs arrested and prosecuted for their involvement in supplying firearms and controlled drugs. EMSOU continues to make sure that organised criminality does not pay by seizing criminal assets under the Proceeds of Crime Act and ensuring that offender management is in place for those who continue with this criminality. The collaboration of specialist assets and capabilities at EMSOU continues to provide the most efficient and effective way of tackling the Serious and Organised Crime threat across Nottinghamshire and the East Midlands.			
5C04	DCI Sean Dawson Regional Prevent Lead	PL5 – New: The Commissioner to work with Partners and key faith leaders and institutions to explore and deliver ways in which radicalised messages can be challenged effectively.		G
Update	Through the Force’s Prevent team and local SPOCs ² officers engage with the communities and identified KINS ³ to ensure that Counter Terrorism (CT) Policing is understood and			

¹ For the purpose of this [guidance](#), the term 'Channel' or 'Channel programme' refers to the duty to as set out in the CT&S Act 2015

	key messages are in place when required to challenge extremism.		
5F01	GM/DJ	Publicise the identification of people convicted of serious and organised crimes and successes in seizing their assets.	G
Update	<p>Nottinghamshire Police continues to publicise successful prosecution of Organised Crime Group (OCG) nominals and the seizure of their assets. The Organised Crime team have developed the following external media strategy which will:</p> <ul style="list-style-type: none"> • Protect the integrity of any on-going investigations or court cases. • Take into account the significant personal nature and impact of crimes, keeping victims at the heart of decision-making. • Incorporate detailed analysis before and after communications activity. • Evaluate what works and understand return on investment 		
5F02	GM/DW	Continue to develop a range of enforcement tactics against organised crime gangs, particularly focusing on enforcement.	G
Update	<p>The systematic use and enhancement of enforcement options continue to develop with the progression and implementation of Organised Crime within the Intelligence and Investigations Command. Financial Investigation, surveillance and other covert enforcement options continue to be enhanced within this structure.</p> <p>A process has been implemented to ensure oversight of all investigations and operations targeting Organised Crime Groups. The Senior Investigating Officer will present operational objectives along with appropriate tactical options to the Detective Superintendent with responsibility for managing the Force's response to Organised Crime. This process is reviewed through the same structure to ensure tactical oversight and that the most effective range of tactical options is considered.</p> <p>There has been an increased investment within Fraud and Financial Investigations which allows for a greater targeting and confiscation of funds obtained by organised crime groups and the associated criminality.</p> <p>The increased use of civil enforcement powers to tackle organised criminality also continues to develop. Through close partnership working there has been an increased focus on the use of Serious Crime Prevention Orders and other civil enforcement options</p>		
5F03	GM	Develop the Force's physical, people and cyber measures to combat organised crime.	G
Update	<p>The Force's physical and people measures to combat organised crime continue to develop with the progression and implementation of Organised Crime within the Intelligence and Investigations Command. This re-structure sees the Force's surveillance provision (formerly the Tactical Unit) and the organised crime investigation provision (formerly the Serious and Organised Crime Task Force) located together.</p> <p>This co-location allows for the development of individuals within both roles as investigators and surveillance operatives to better tackle Organised Crime. The increase in the</p>		

² Single point of contact (SPOC)

³ KINS – Key Individual Networks

	<p>Force's surveillance provision will allow for 2 deployable surveillance teams on a daily basis, compared to the single team that was previously available.</p> <p>A surveillance strategy has been written, to ensure a consistently professional approach to the management and deployment of surveillance assets as a tactic to combat organised crime. This strategy ensures compliance with Authorised Professional Practice with regards surveillance deployments.</p> <p>The structure within the department provides resilience for the on-going investigation of organised crime groups and response to the daily demand created through organised criminality whilst maintaining the force surveillance provision.</p> <p>Funding is being utilised to fund 4 posts which will be dedicated to the Protect and Prevent elements of organised crime. These roles will ensure community engagement is at the heart of Prevent and Protect working to safeguard the most vulnerable in society who are exploited by Organised Crime groups.</p>		
5F04	GM/AF	Improve monitoring and checking of foreign National offenders and involvement in organised crime.	G
Update	<p>The Force's Foreign National Offenders (FNO) Team is identifying high risk FNOs through intelligence and ACRO⁴ data and jointly managing using E-CINS⁵ database and the 'Notify If' function within NICHE.</p> <p>A monthly (Operation Advenus) is held in Force chaired by D/Supt Fuller involving practitioners and other relevant partners. This reviews the effective use by the Force in utilising the full range of tools and powers to manage the highest risk, Operation Nexus / Signal referrals. This shows month-on-month performance improvements. In addition, we review the threat assessment and action where necessary</p> <p>An Immigration Intelligence Officer is embedded part time within Force Intelligence Bureau (FIB) to provide real time intelligence sharing</p> <p>There has been a focused intelligence collection plan with uplift in reporting on FNO. One example is the increased our foreign national cohort of Covert Human Intelligence Sources (CHIS) which is providing unprecedented levels of insight into the culture and offending patterns of foreign national criminal communities, particularly in relation to organised crime linked to illegal trafficking, illicit tobacco, modern slavery, immigration crimes and the supply of controlled drugs</p> <p>Monthly threat assessments feed an annual FNO profile produced by the Force, from which a number of recommendations are made managed through the Advenus meeting. This in turn feeds the regional and national intelligence picture, and allows for improved opportunities through national law enforcement partners to tackle 'up stream' activity</p>		
5F05	GM/DW	Deliver tasking co-ordination process, which involves partner agencies.	G
Update	<p>The Force has established performance reporting via monthly meetings with Police and CPS, and quarterly Efficiency and Effectiveness meetings... these identify key performance priorities and threats and allocate resources accordingly.</p>		

⁴ The ACRO Criminal Records Office (ACRO) was founded in 2006 following a decision by the then Association of Chief Police Officers to establish an operationally focussed unit that would organise the management of criminal record information and improve the links between criminal records and biometric information.

⁵ E-CINS is the name of software which can be used as a standalone case management system or a multi-agency sharing or search tool to complement legacy systems. Information is managed in one place and reports and statistics can be easily pulled to help partnerships engage and plan better, work faster and deliver joined up working approaches to drive successful outcomes

5F06	Ch Insp Rob Taylor Protect / Prepare lead	PL5 - New: The Prevent Team to promote the Prevent agenda across the public, private and third sectors and offer support and advice in delivering the statutory duty detailed in the Counter-Terrorism and Security Act 2015.	G
Update	The Prevent Team (PT) promotes the agenda business as usual and has done so for several years across the public, private and third sectors. PT also offers support and advice to statutory partners. However PT has moved away from training statutory partners as its focus is safeguarding and protecting vulnerable people. Engagement is maintained through the Nottingham/shire Prevent Steering Group (chaired by the City Council's Head of Community Safety and Cohesion), through the Channel Panel and through referrals that are received weekly from various partners and the public. PT has recently held a safeguarding event at Newark with statutory partners aimed at creating better working practices. There is a Regional Prevent Website which has been developed by EMSOU SB ⁶ that offers advice and information regarding the prevent strategy. In addition PT has Twitter and Facebook accounts aimed at reaching the public and sharing positive stories. PT has also identified SPOCs ⁷ to help promote the message.		
5F07	Ch Insp Rob Taylor Protect / Prepare lead	PL5 - New: Work with a wide range of sectors (including education, criminal justice, faith, charities, the internet and health) in order to identify and respond to risks of radicalisation.	G
Update	As above		
5F08	DCI Sean Dawson Regional Prevent Lead	PL5 - New: 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.	G
EMSOU SB	This is business as usual for the EMSOU SB Prevent Team. Through NCTPHQ ⁸ and our Regional and Local teams we work collaboratively to ensure that we identify vulnerable individuals who are at risk of radicalisation and seek to safeguard them. This work is also collaborated with Statutory Partners and the Prevent strategy including the CHANNEL ⁹		

⁶ East Midlands Special Operations Unit – Special Branch (EMSOU (SB)

⁷ Single point of contact (SPOC)

⁸ NCTPHQ: National Counter Terrorism Policing Headquarters

⁹ For the purpose of this [guidance](#), the term 'Channel' or 'Channel programme' refers to the duty to as set out in the CT&S Act 2015.

Response	programme. Due to our Regional alignment with Pursue ¹⁰ and the Intelligence function we have access to intelligence and information which, when appropriate, we are able to share with partners in a multi-agency environment to ensure that the public and vulnerable are safeguarded.		
5F09	DCI Sean Dawson Regional Prevent Lead	PL5 - New: The Prevent Team (PT) to continue to work alongside 'Pursue' colleagues as the overt arm of Special Branch to ensure that extensive community knowledge, contacts, cultural context and community intelligence are provided to support Pursue operations.	G
Update	Prevent sits with EMASOU SB and through the tasking and coordination process work alongside Pursue colleagues – this is daily business and well established.		
5P01	NW	Funding to support activity and interventions to combat gang and youth violence.	G
Update	During 2016-7 the Commissioner has continued to invest £140,000 into community based projects in the city through the Serious and Organised Crime Board. The projects work with young people to move them away from gang and youth violence. Work is on-going with the City Council to improve the capture of evidence of impact of the projects.		
5P02	GM/SF	PL4: Ensure that the 6 new Government Ending Gang Violence & Exploitation priorities are incorporated into Partnership EGV Action Plan	G
Update	<p>The SOC Partnership has focussed on addressing young crime groups who are adaptable and opportunistic in terms of their willingness to cross geographical borders and move into drug markets in non-urban areas or small towns (i.e. through the setting up of 'County Lines'). Such groups are increasingly smaller in size and more fluid in the way they organise. They are becoming less publicly visible, utilising vulnerable people and locations in order to facilitate and expand their criminality. The 6 priorities set out by the government are as follows:</p> <ol style="list-style-type: none"> 1. Tackle County Lines – the exploitation of vulnerable people by a hard core of gang members to sell drugs 2. Protect vulnerable locations – places where vulnerable young people can be targeted, including pupil referral units and residential children's care homes 3. Reduce violence and knife crime – including improving the way national and local partners use tools and powers 4. Safeguard gang-associated women and girls – including strengthening local practices 5. Promote early intervention – using evidence from the Early Intervention Foundation to identify and support vulnerable children and young people (including identifying mental health problems) 6. Promote meaningful alternatives to gangs such as education, training and employment <p>Local Context - Nottinghamshire no longer has any young crime group defined as an Urban Street Gang¹¹. However, 5 of the current mapped OCGs (Organised Crime Group) could be considered as having an impact upon Organised Youth Criminality due to the number of their membership being between the ages of 16 and 25 years</p>		

¹⁰

Pursue: to stop terrorist attacks is one of the 4 Ps under the [CONTEST](#) Strategy

	<p>Furthermore, there has been a growing intelligence picture over the past 12 months inferring the existence of a number of Evolving Youth Crime Networks. These groups are predominantly – but not exclusively – involved in on-going drug dealing and incidents of serious and extreme violence</p> <p>Nottinghamshire Police has attempted to formally map a number of these evolving and emerging groups as OCGs, in order to ensure appropriate ownership and the ability to use the full range of police tactics against the groups (supported by partner resources) in order to manage and mitigate the risks they pose to themselves and the public. The Force view this prompt mapping as vital in terms of being able to maximise opportunities for early engagement.</p> <p>The new Evolving Crime Networks (ECN) Threat Assessment System incorporates a simple threshold test that allows a senior officer to make an informed subjective judgement as to whether there is evidence of organisation and on-going criminality within the group. A new ECN passing the simple threshold test would then be assessed in 4 impact categories in order to gauge the level of threat they pose:</p> <ol style="list-style-type: none"> 1. Risk of Harm to Themselves & Peers 2. Risk of Harm to the Public & Vulnerable People 3. Scale of Crime Footprint / Links 4. Scale of Organisation, Intent & Capability <p>Based upon the assessment, the system assigns a threat score and a priority ranking for the ECN. It also allows for an officer to be assigned; a 'status' update to be provided; and an automated link through into the Police's ORCA Organised Crime Group Management System. This will allow the Force, supported by Partners, to establish ownership and management plans for the group in the same way as if they were mapped as an official OCG.</p> <p>It is hoped that the system will facilitate a more timely response to the threats posed by emerging and evolving crime networks. Ultimately, it should also aid the OCGM process as the relevant system will inevitably lead to a greater knowledge of a group, which in turn will help improve the quality of any 'triggers' submitted for formal OCGM mapping.</p>
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¹¹ Nottinghamshire Police use the ACPO definition for [Urban Street Gangs](#) (USG's): A relatively durable, predominantly street-based group of young people who; (1) See themselves (and are seen by others) as a discernible group, and (2) Engage in a range of criminal activity and violence They may also have any or all of the following features: (3) Identify with or lay claim over territory (4) Have some form of identifying structural feature (5) Are in conflict with other, similar, gangs.

PERFORMANCE THEME 5:

Reduce the threat from organised crime

Measure		Objective	Target	Performance to date
1	The number of Proceeds of Crime Act (POCA) confiscation and forfeiture orders	To improve the POCA process and maximise opportunities to publicise successful POCA operations in order to improve public confidence	A 10% increase in the number of orders compared to 2015-16 A 10% increase in the total value of all orders compared to 2015-16	<ul style="list-style-type: none"> The Force recorded 5 fewer Confiscation and Forfeiture Orders this year compared to last year; this equates to a reduction of 2.2%, placing the Force more than twelve percentage points below the 10% increase target. It should be noted that any decision to apply for an order is made by the Crown Prosecution Service and not the Police. A decision to grant an order is one for the court alone. An order is not granted until sentencing and in many cases there can be a gap of many months between point of arrest and an order being granted. The Force ended the year recording 23 offences of profiting from or concealing knowledge of the proceeds of crime. POCA orders will be generated from a number of other offences types however, not just from these. Performance information or the value of orders is currently unavailable.
2	Force threat, harm and risk (THR) assessment level	To meet the Strategic Policing requirements of capability and capacity	To reduce the Threat, Harm and Risk below the 2015-16 level	<ul style="list-style-type: none"> Organised Crime Groups (OCGs) continue to present one of the priority external threats to policing in Nottinghamshire. OCGs have a direct and indirect involvement in a wide range of serious criminality including Drug Supply, Fraud, Violence, the Criminal Use of Firearms, Modern Slavery, Sexual Exploitation and Organised Acquisitive Crime. Foreign National OCGs are also becoming more evident as is Cyber enabled criminality. The criminal activities of OCGs impact upon confidence and satisfaction, community cohesion and police and partner endeavours to reduce crime and keep people safe from the risk of harm. In terms of the managing the threat posed by OCGs, each active group is assigned a Lead Responsible Police Officer and has a specific management plan aimed at mitigating or removing the threat. In accordance with National Intelligence Model guidelines, scrutiny and resourcing considerations are addressed via the Force's Tasking and Coordination process, to ensure a proportionate police and partner response.
3	Reported drug offences	To encourage the increased reporting of offences of the production and supply of drugs	To monitor the number of production and supply of drugs offences	<ul style="list-style-type: none"> There have been a total of 692 production and supply drug offences this year, which is 22 fewer offences when compared to last year. The number of supply offences increased by 23 offences, while production offences reduced by 45.

4	The number of Cybercrimes	To better understand and tackle cybercrime through identification and monitoring cybercrime ¹² levels.	Monitor the number of Cybercrimes in 2016-17.	<ul style="list-style-type: none"> • In the first three quarters of 2016/17 (April 2016 – December 2016) the Force recorded 1,032 online crimes⁶. This equates to 1.4% of all recorded crime. • The majority of offences are harassment offences. There are also a number of offences in the Miscellaneous Crimes Against Society category which relate to the obscene publications act.
<p>Why is it important?</p> <p>There are further opportunities to generate income from those involved in organised crime under the Proceeds of Crime Act. Whilst the number of orders has increased during 2015-16, the value of orders has fallen. Increasing the value of POCA will further frustrate criminal activity and provide further income to tackle other criminals.</p> <p>The threat of an increase in organised crime is highlighted as a national risk, and under the Strategic Policing Requirement (SPR) the Commissioner and the Chief Constable are required to maintain sufficient capacity and capability to support the national Organised Crime Strategy.</p> <p>Cybercrime is increasing and affecting more and more victims, it's important to increase our understanding to protect victims.</p>				

¹² 'Cybercrime' is a term used to define any crime that takes place online or where a where a digital system is targeted by means of a criminal attack