

**Nottinghamshire
Police and Crime Plan
2025 – 2029**



**A Safer Nottinghamshire
For All**

Final Draft

FOREWORD

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

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

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

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

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

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

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

- Restoring and embedding Neighbourhood Policing
- Tackling violence against women and girls
- Tackling knife crime and serious violence

This Plan is an ambitious one and it will require your involvement and support across all our diverse communities. From the city and its suburbs to Nottinghamshire's towns and rural villages, everyone should be safe and feel safe in their community and have confidence that, if needed, the police, community safety and criminal justice agencies will be there for them.

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

Gary Godden, the Police and Crime Commissioner for Nottinghamshire

A word from the Chief Constable

To follow

The Police and Crime Plan

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

This Plan sets the strategic direction for policing and crime services across Nottinghamshire for the 2025 to 2029 period. It has been developed and informed by evidence of local need and a programme of extensive consultation and engagement with communities, partner agencies and other stakeholders.

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

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

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

Quarterly Performance and Insight reports: Bespoke performance reports which track a range of key indicators linked to the Police and Crime Plan on a quarterly basis. These are used to help assess impact and identify emerging areas of risk at the earliest opportunity.

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

You can find further details of the wide range of other plans and strategies that support the Plan on page 26.

A Safer Nottinghamshire for All

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

Police and Crime Plan Priorities

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

Statutory Responsibilities

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

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

Victims and Communities First

“I want to restore and embed neighbourhood policing in Nottinghamshire and drive improvements in public trust and confidence in policing and the justice system”

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

Restoring neighbourhood policing is the bedrock of my Plan. It will be at the heart of our efforts to increase public trust and confidence, improve safety and feelings of safety and strengthen our work to tackle anti-social behaviour and other issues of local concern. I will also work to increase transparency and accountability in the delivery of policing services and drive further improvements in the services we provide to victims of crime and anti-social behaviour – engaging and involving all communities wherever appropriate.

More visible, accessible, and resilient Neighbourhood Policing

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

- Support local and national work to increase the number of neighbourhood officers operating in your area, including reforms to Nottinghamshire’s policing model and ensuring neighbourhood officers are only taken away to perform other policing duties in exceptional circumstances;
- Continue to drive improvements in the quality of engagement between neighbourhood policing teams and their communities, particularly among minority ethnic communities, rural communities, children and young people, women and girls and people with disabilities;
- Ensure residents know who their neighbourhood teams are and how they can be contacted, and further the reach and impact of social media in raising awareness of work being undertaken in your area;
- Increase community knowledge and awareness of opportunities to engage with local policing teams, including physical and online neighbourhood forums and opportunities for involvement in cadets’ scheme and the Special Constabulary;
- Ensure that we are making best use of our community hubs to provide a local presence and explore new opportunities for multi-agency collaboration.

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

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

- Ensure our neighbourhood teams have a better understanding of their local communities and the issues that affect them, including our rural and business communities, by driving improvements in engagement, analysis and problem-solving;
- Ensure our officers have the skills, knowledge and resources to address the issues that are affecting communities, particularly in tackling dangerous and anti-social use of the roads, drug use / drug dealing and rural crime;
- Improve knowledge of the roles, responsibilities, tools and powers agencies have in responding to ASB and ensure the right agency is available at the right time to provide an effective response;
- Support the national roll out of 'Respect Orders' to tackle repeat and persistent ASB perpetrated by adults through enforcement and reparative activity;
- Empower more communities to tackle the issues affecting their area through schemes such as 'Street Watch', 'Neighbourhood Watch and 'Community Speed Watch'.

Delivering for our rural communities

Nottinghamshire is home to a vast array of rural communities where agricultural landscapes and thriving small businesses contribute significantly to the county's economy and heritage. These communities, however, face unique challenges that make them particularly vulnerable to crime, including highly organised and sophisticated high-value offending that can devastate livelihoods, damage the environment, and create a sense of fear and isolation among residents.

Residents and businesses in rural Nottinghamshire frequently express the need for stronger partnerships, better communication, and more tailored policing responses to effectively address the issues that disproportionately impact upon our rural communities. I fully support these ambitions and want to ensure through the delivery of this Plan that our rural communities feel safe and are as well-protected and supported as those in urban areas.

To achieve this, I will work with the Force and partner agencies to:

- Increase the visibility of rural policing teams and ensure they are accessible to the communities they serve and are working to build trust and confidence in policing;
- Ensure neighbourhood teams have a better understanding of their local rural communities and the issues that affect them, including theft of agricultural equipment and livestock, wildlife crimes and fly-tipping;
- Enhance communication and reporting channels for rural victims, ensuring they have clear and accessible ways to seek help and report incidents;
- Provide targeted advice and funding opportunities to tackle crime and ASB affecting vulnerable areas such as farms, equestrian facilities, and rural businesses;
- Ensure police officers and staff receive specialist training on rural crime, including how to identify and investigate wildlife and agricultural offences and organised rural crime;
- Make best use of latest technology, such as drones, thermal imaging, and rural CCTV, to detect and deter crime in remote areas.

I will continue to support and oversee progress against the Force's Rural and Wildlife Crime Strategy through my ongoing assurance and scrutiny arrangements and will proactively report on my findings.

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

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

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

Greater transparency and accountability in serving our communities

You need to be assured that Nottinghamshire Police are delivering value for money, working effectively to keep communities safe and using their powers legitimately and proportionately. I am committed to making Nottinghamshire Police more accountable to you. To achieve this, I will:

- Strengthen our arrangements for holding the Chief Constable to account and ensuring delivery of force improvement plans through new governance and assurance mechanisms;
- Improve transparency by proactively making more information publicly available and better involving local residents in my work to hold the Chief Constable to account;
- Enhance knowledge and awareness of ASB Case Reviews, the Victim's Right to Review and other options for members of the public to escalate matters they feel have not been dealt with effectively;

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

Improving outcomes for children, women and girls and minority communities

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

- Work with partners to capture and respond to the voices of under-represented groups and develop and embed our arrangements for seeking views and feedback from communities;
- Ensure ‘Child-First’ principles are embedded within policing policy and practice and our commissioned services with a view to ensuring a child-centred approach and reducing first-time entrants into the youth justice system;
- Support roll-out of the national ‘Young Futures’ programme in developing a network of hubs in every community involving youth workers, youth justice, mental health support workers and careers advisors;
- Support criminal justice partners and victims’ service providers in improving our understanding of, and response to, the specific needs of women and girls in the criminal justice system as part of a ‘whole system approach’;
- Work with partner agencies to address disproportionality in policing and criminal justice outcomes across Nottinghamshire with a particular focus on improving outcomes for Black and mixed heritage children;
- Work with Nottinghamshire Police to deliver the ambitions of the national police Race Action Plan, increasing levels of cultural competency within the service and working to ensure that Black and other minority ethnic communities are not under-protected, over-policed or underrepresented.

Measures of Success

Key performance indicators for this strategic priority include:

- Increase public confidence in the police;
- Increase perception that the police are visible in the areas of greatest need¹;
- Increase perception that the police are tackling issues of greatest local concern;
- Improve rates of victim satisfaction with the services they receive.

¹ ‘need’ may include areas where there are relatively low levels of recorded crime but feelings of safety remain low.

Strengthening Partnership Working to Prevent Crime and ASB

“We will work across partner agencies to prevent crime and anti-social behaviour and better protect communities from harm.”

We all have a role in preventing crime and ASB and keeping our communities safe, and it is in our best interest to do so. As the financial pressures facing organisations become more acute, it is essential we work smarter, more effectively and further ‘upstream’ together in prioritising and tackling the issues that are causing greatest harm to our communities and to vulnerable people.

Prevention and early intervention are at the heart of this Plan for strengthening partnership working, alongside a thematic focus on the priorities of tackling serious violence and knife crime and violence against women and girls. In doing so, I will work with partner agencies to ensure that we have effective, reliable, and robust safeguarding, community safety and criminal justice arrangements in place.

Embedding a shared focus on prevention and early intervention approaches

We know that prevention and early intervention is key to making Nottinghamshire a safer place. Only by tackling demand at the earliest opportunity by dealing with the causes of the causes of crime² can we fully protect people from harm and make best use of public funds. I will work with, and bring partner agencies together to:

- Develop more effective evidence-led problem-solving approaches by improving project evaluation and information sharing, building upon ‘what works’ and continuing to develop and embed the Nottinghamshire Prevention Hub;
- Support and enable longer-term system change - working further upstream to tackle and respond to the ‘causes of the causes’ of crime and vulnerability, such as mental health issues, substance use and severe multiple disadvantage;
- Ensure continued investment in drug treatment services and our work to strengthen referral pathways from police custody, courts and prisons. I will also work with partners to further develop our ‘Public Health’ approach to shoplifting and other forms of high-volume theft offences;
- Ensure a targeted focus on youth crime prevention by continuing to invest in education, diversionary activity and working with children and families to break the cycle of offending and protect those at greatest risk of harm;
- Support locality-based situational crime prevention activity to improve safety and feelings of safety in our villages, towns and city centre as part of a joined-up evidence-led approach.

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

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

I am committed to proactively engaging with key partnerships in delivering the outcomes of this Plan, including partnerships in community safety, violence prevention and reduction, domestic abuse, drugs and alcohol, youth justice, fraud, rural crime, business crime and road safety. In doing so, I will be seeking assurance that the most appropriate agencies are responding in the most appropriate ways and that our systems and processes for protecting vulnerable people from harm are effective. I will work with partner agencies to:

- Promote and support the 'Right Care Right Person' approach to ensure those in mental health crisis receive the support and service they need from the right agency at the right time, as part of an effective partnership approach;
- Ensure our offender management arrangements are effective and responsive to the changing environment and factors associated with the underlying causes of offending;
- Ensure our partnerships are effective in protecting children and vulnerable adults from harm and ensuring all vulnerable people have access to the support and services they need. This includes work to further strengthen the partnership response to modern slavery and exploitation across Nottinghamshire;
- Better identify, prevent and safeguard vulnerable people from digitally enabled crime and online harm, particularly through improvements in multi-agency data sharing, analysis and targeted and proactive prevention activity;
- Foster community cohesion, responding swiftly and appropriately to community tensions and hate crime to ensure victims of such crime get the response and the support they need.

Improving the efficiency and effectiveness of our Criminal Justice System

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

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

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

Violence Against Women and Girls (VAWG) affects all communities. The impact of offences such as rape, domestic abuse, stalking, child sexual abuse, and exploitation is often considerable, far-reaching and long lasting, while online and ‘tech-enabled’ VAWG threats are rapidly evolving. I am committed to driving forward the 2023 – 2028 partnership [Nottinghamshire VAWG Strategy](#) as we work together to prevent harm, provide support, and strengthen partnership responses to VAWG. I will work with partner agencies to:

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

- Encourage reporting of VAWG and empower individuals to speak out and seek help without fear of stigma or reprisal. This will include awareness campaigns and community outreach programmes;
- Work with the East Midlands Mayor and East Midlands Combined County Authority and our transport providers to improve safety for women and girls on our public transport networks;
- Develop safe spaces where women and girls can seek refuge, support and resources without fear. We will expand our work with partners to ensure safe spaces are recognisable, available, accessible to those in need;
- Implement targeted interventions for children and families at risk in collaboration with schools, social services, and community organisations to ensure comprehensive protection and support;
- Collaborate with partners in the commissioning and delivery of support services for victims of domestic abuse and sexual violence and work to ensure the resilience and sustainability of critical services.

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

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

- Provide 'system leadership' of the serious violence agenda and work to ensure a co-ordinated response across police, health, probation, education and youth justice services, in line with the requirements of the Serious Violence Duty³;
- Strengthen youth and community empowerment and participation in our work to tackle serious violence through the development and delivery of a dedicated Youth and Community Participation Strategy;
- Build capacity and resilience in the voluntary and community sector to ensure quality services that divert children and young people from serious violence through our Youth Work Strategy;
- Enhance data sharing to inform our understanding of the nature of knife crime and serious violence and our strategic and operational responses. This will

³ Police, Crime, Sentencing and Courts Act 2022

include a proactive approach to removing knives from our streets and challenging attitudes towards knife possession;

- Commission and evaluate interventions to guide children and young people towards positive pathways and continue to invest in effective strategies to combat serious violence;
- Lead the implementation of the Trauma Informed Strategy across the partnership, ensuring a whole systems approach that is effective in improving positive outcomes for vulnerable children, young people and wider communities;
- Lead on the implementation of Child First approaches across the partnership to drive positive outcomes for children, safer communities and fewer victims.

Measures of Success

Key performance indicators for this strategic priority include:

- Further reduce victim-based crime;
- Further reduce in the number of first-time entrants into the youth justice system;
- Increase positive outcomes for VAWG offences;
- Further reduce violent knife crime.

Effective and Resilient Policing

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

The policing landscape is rapidly evolving in response to new challenges and threats, whether they stem from technological advancements, social changes, or emerging criminal tactics. Despite this complex and ever-changing environment, it is important we continue to get the basics right.

This Plan complements the Force’s ‘Operation Catalyst’ improvement plan which was initiated after HMICFRS placed Nottinghamshire Police under enhanced monitoring (‘Engage’ status) in March 2024. Significant improvements have been delivered in our policing services since the introduction of Operation Catalyst which the Force is working to sustain with my full support. I want to see Nottinghamshire Police not only emerge from enhanced monitoring status, but also become one of the strongest performing police forces in the country.

Improving the quality and effectiveness of police response

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

- Maintain high standards of public contact management, ensuring calls and requests for assistance from the police are answered swiftly, appropriate advice is always offered and calls are attended within target times, keeping callers informed of any delays;
- Ensure risks and vulnerabilities are identified appropriately and at the earliest opportunity in order to protect individuals from harm and provide appropriate support and safeguarding;
- Improve digital capabilities, including the use of new technology, automation and Artificial Intelligence where there are clear benefits to victims and communities;
- Become more flexible in how police resources are deployed. This includes the use of evidence-led Priority Tasking Teams to improve the response to perpetrators of theft who cause the greatest harm to communities.

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

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

- Facilitate strong leadership and continuous professional development, empowering our officers and staff to grow, lead, and excel in serving our communities;
- Embed a cyclical process of continuous learning in order to drive improvements in police efficiency and effectiveness. I will oversee this by chairing monthly Planning and Efficiency Group meetings with the Chief Constable and her team;
- Ensure an ongoing commitment to the wellbeing of our officers and staff, ensuring they receive the support, resources, and care they need to serve our communities effectively and safely;
- Work with Nottinghamshire Police to ensure the safety and wellbeing of officers and staff and ensure our workforce has the support, training, and equipment they need to do their job effectively.

Improving the quality of investigations and proportion of crimes effectively solved

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

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

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

Ensuring a high degree of integrity and standards in policing

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

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

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

Ensuring efficiency and value for money in the delivery of policing

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

I will work with Nottinghamshire Police to:

- Promote dynamic, modern and agile ways of working that enable our services to be more visible and responsive to communities and make best use of our workforce, technology, fleet and estate;
- Actively pursue opportunities for collaboration and innovation such as with private sector partnerships, with other police forces in the region, and through government initiatives;
- Identify effective strategies and invest in proven solutions to increase productivity and maximise the impact of our policing efforts;
- Fully support and integrate national police efficiency programmes to enhance our operational effectiveness and service delivery.

Collaboration

I have statutory duties⁴ to keep collaboration opportunities under review, and to collaborate where it is in the interests of the efficiency, effectiveness or public safety.

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

- **East Midlands Special Operations Unit:** tackling major and organised crime and provide forensic services;
- **East Midlands Counter Terrorism Intelligence Unit:** tackling terrorism and domestic extremism to all East Midlands' forces;

⁴ Police Act 1996 (as amended) and Policing and Crime Act 2017

- **East Midlands Police Legal Services:** providing specialist legal advice to all forces and PCCs in the East Midlands;
- **East Midlands Collaborative Human Resources, Learning and Development:** providing cost effective and innovative solutions to learning needs for policing, which includes an Occupational Health Service.

Measures of Success

Key performance indicators for this strategic pillar include:

- Maintain strong call handling performance;
- Improve Grade 1 police response times;
- Improve the police case file quality (CPS acceptance rate);
- Increase positive outcome rates for crime, particularly rape offences.

My monthly Planning and Efficiency Group will review a range of measures and assessments on an ongoing basis to ensure efficiency and value for money in the delivery of policing services.

Strategic Policing Requirement

The Home Secretary has identified a number of national priorities for policing against which police forces must ensure they collectively have the appropriate specialist capabilities and capacity to respond to. The priority threats have been assessed and selected from the National Security Risk Assessment on the basis that they either affect multiple police force areas or may require action from multiple forces as part of a national response.

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

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

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

I will:-

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

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

My ambitions for tackling Violence Against Women and Girls are set out on page 13.

Turning the Strategy into Action

I recognise that this Plan is an ambitious one which cannot be delivered through policing alone. The success of this Plan is dependent upon the support and co-operation of a wide range of crime prevention, community safety, criminal justice and victims' services partner organisations across the public, private and voluntary and community sector.

To turn this Plan into action, Nottinghamshire Police and other lead stakeholders will develop and routinely report on annual delivery plans which outline tangible activity that will contribute towards the Plan's objectives. I am committed to reporting openly and transparently on our progress via the Police and Crime Panel, my bi-monthly Accountability Board, my annual report and a series of publications.

Equality Objectives

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

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

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

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

- Proportionality: I will ensure that crimes disproportionately impacting upon particular protected groups are dealt with robustly and proactively and ensure that our policing, crime and victims' services are accessible to all.

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

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

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

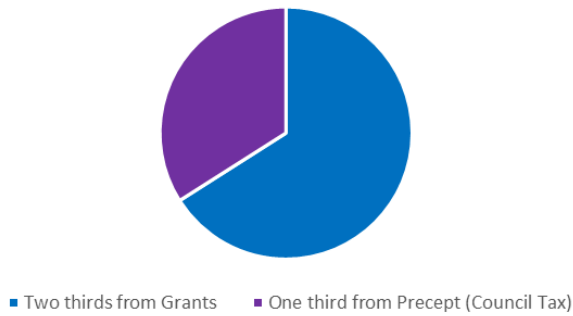
Making Best Use of Our Resources

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

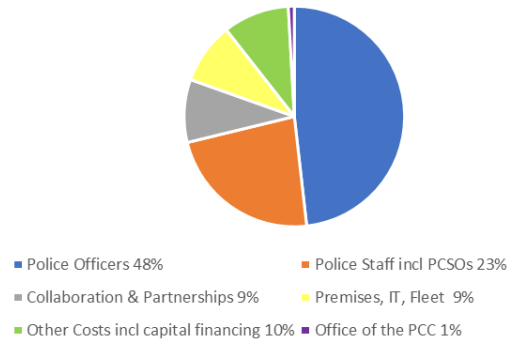
	Budget	MTFP			
	2024/25	2025/26	2026/27	2027/28	2028/29
Funding	289.9	297.5	305.8	314.3	319.4
Expenditure	289.9	302.8	311.3	317.2	323.6
Net Surplus/Deficit (-)	0	-5.3	-5.5	-2.9	-4.2
Budget Gap requiring efficiencies, use of reserves over the MTFP	<i>incl. £5.2m efficiencies</i>	5.3	5.5	2.9	4.2
Net Surplus/(Deficit)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

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

Core Funding Sources



Expenditure Categories



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

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

- ✓ Continue to explore collaborative opportunities to secure external funding where opportunities clearly align with the objectives of this Plan and there is sufficient local capacity to deliver
- ✓ Support changes in policy and practice that help to reduce our carbon footprint and enable our workforce, buildings and fleet to become more energy efficient
- ✓ Foster social value and sustainability in all our initiatives, ensuring that our actions positively impact both the community and the environment.

Commissioning and Grants

As PCC, I have a commissioning budget to award contracts and grants to fund activity to help deliver the priorities of this Plan and to commission local support services for victims of crime.

I have set aside funding to award 'Safer Together' Grants to organisations that are helping to deliver my community safety priorities. This will include investment in victim and survivor support services, crime prevention and community cohesion and will be partly funded by cash and assets seized from criminals.

Voluntary and community organisations play a vital role in helping to keep our communities safe and preventing young people from becoming involved in crime. I will invest in capacity building support to empower our voluntary and community sector organisations to become more sustainable and resilient in the longer term.

I will follow the commissioning principles below when commissioning activity and awarding grants, working within procurement, equalities and social value legislation:

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

I will publish a Commissioning Framework, and my commissioning intentions for the years ahead and detail how I will work within legal regulations to commission activity required to deliver this Plan.

Measuring Success

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

Key Performance Indicators

	2023/24 Baseline	Mar 2028 Ambition	Data source
PUTTING THE NEEDS OF COMMUNITIES AND VICTIMS FIRST			
Public Confidence in the Police (+8% pts)	52.0%	60.0%	Police & Crime Survey
Perception Police are visible in areas of greatest need (+8% pts)	34.6%	42.6%	Police & Crime Survey
Perception Police are tackling issues of local concern (+8% pts)	40.7%	48.7%	Police & Crime Survey
Victim satisfaction with the services they receive (+8%)	49.1%	57.1%	Police & Crime Survey
WORKING IN PARTNERSHIP FOR A SAFER NOTTINGHAMSHIRE			
Victim-based crime (-8%)	85,399	78,567	Police recorded crime
First Time Entrants into Youth Justice System (-15%)	228	194	YJS (City & County)
Positive outcomes Violence Against Women & Girls (+2% pts)	16.9%	18.9%	Police recorded crime
Violent knife crime (-5%)	495	470	Police recorded crime
ENSURING EFFECTIVE AND RESILIENT POLICING			
999 calls answered within 10 seconds (>90%)	89.1%	>90%	Notts Police (CMU)
Grade 1 Police response within target times ⁵ (+5% pts)	72.2%	77.2%	Notts Police (CMU)
Police File Quality – CPS Acceptance rate (>90%)	TBC	>90%	Notts Police (DGA6)
Positive outcomes for all crime (+2% pts)	15.7%	17.7%	Police recorded crime

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

⁵ Urban = 15 minutes, Rural = 20 minutes

Governance

The Policing Protocol Order 2023 sets out the respective roles and responsibilities of the PCC, Chief Constable and Police and Crime Panel and other key stakeholders, including in delivering and overseeing the Police and Crime Plan.

Role	Responsibility
PCC	<ul style="list-style-type: none"> • Setting the priorities for policing in Nottinghamshire • Setting the budget and precept for policing in Nottinghamshire • Commissioning services to support victims of crime • Holding the Chief Constable to account for delivering an efficient and effective police service
Chief Constable	<ul style="list-style-type: none"> • Delivering an efficient and effective police service and responding to the needs of the public, having regard to the Police and Crime Plan⁶ • Managing the resources and budgets of the Force • Maintaining operational independence in the direction and control of all police officers and staff
Police and Crime Panel	<ul style="list-style-type: none"> • Reviewing, scrutinising and supporting the PCC's plans, performance and decision making on behalf of the public • Making recommendations to the PCC on the discharge of their functions • Reviewing and making recommendations on the Plan and precept for policing

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

I will keep under review the governance and delivery arrangements that underpin this Plan to ensure they are as efficient and effective as possible.

⁶ [Sections 8\(1\) and 8\(2\) Police Reform and Social Responsibility Act 2011](#)

Allied Documents, Plans and Strategies

[Nottinghamshire Police and Crime Needs Assessment 2024](#), Nottinghamshire OPCC

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

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

Safer Nottinghamshire Board Strategic Plan

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

Nottinghamshire OPCC Commissioning Framework 2024

Nottinghamshire OPCC Holding to Account Framework 2024-29

Nottinghamshire Police Crime Prevention Strategy

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

Nottinghamshire Police Neighbourhood Policing Strategy

[HMICFRS: Nottinghamshire PEEL Assessment](#)

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

[Strategic Policing Requirement](#), Home Office

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

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

Glossary of Terms

Anti-social Behaviour (ASB): 'Acting in a manner that causes or is likely to cause harassment, alarm or distress to one or more persons not of the same household' (Crime and Disorder Act 1998). This can include personally directed and community directed incidents, incidents that have a wider environmental impact, some indictable offences such as criminal damage, some civil offences and broader behaviours such as low level nuisance, noise, graffiti and litter pollution. Definitions of ASB can vary across agencies⁷.

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

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

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

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

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

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

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

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

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

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

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

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

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

⁷ Common definitions include: 'engaging in or threatening to engage in conduct causing or likely to cause a nuisance or annoyance to persons engaged in lawful activities' (Housing Act 1996) and 'behaviour that unreasonably interferes with other people's rights to use and enjoyment of their home and community' (Chartered Institute for Housing 1995).

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

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

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

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

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

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

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

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

Sexual violence is defined⁸ as "Any sexual act, attempt to obtain a sexual act, unwanted sexual comments or advances, or acts to traffic, or otherwise directed, against a person's sexuality using coercion by any person regardless of their relationship to the victim, in any setting, including but not limited to home and work". This can include offences such as rape, grooming and sexual exploitation, indecent exposure and sexual harassment.

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

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

⁸ World Health Organisation, World report on violence and health (Geneva: World Health Organisation, 2002)

To find out more about the progress we are making in delivering this Plan, or to hear about opportunities to get involved in helping to deliver the Plan, please visit my website at <https://www.nottinghamshire.pcc.police.uk/> or contact my office directly at

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Email: officepcc@notts.police.uk