

Her Majesty's Inspectorate of Constabulary



## HMIC Inspection Report

### Nottinghamshire Police Major Crime

July 2008



*Nottinghamshire Police – HMIC Inspection Report*

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## Introduction to HMIC Inspections

For a century and a half, Her Majesty's Inspectorate of Constabulary (HMIC) has been charged with examining and improving the efficiency of the police service in England and Wales, with the first HM Inspectors (HMIs) being appointed under the provisions of the County and Borough Police Act 1856. In 1962, the Royal Commission on the Police formally acknowledged HMIC's contribution to policing.

HMIs are appointed by the Crown on the recommendation of the Home Secretary and report to HM Chief Inspector of Constabulary, who is the Home Secretary's principal professional policing adviser and is independent of both the Home Office and the police service. HMIC's principal statutory duties are set out in the Police Act 1996. For more information, please visit HMIC's website at <http://inspectorates.homeoffice.gov.uk/hmic/>.

In 2006, HMIC conducted a broad assessment of all 43 Home Office police forces in England and Wales, examining 23 areas of activity. This baseline assessment had followed a similar process in 2005, and thus created a rich evidence base of strengths and weaknesses across the country. However, it is now necessary for HMIC to focus its inspection effort on those areas of policing that are not data-rich and where qualitative assessment is the only feasible way of judging both current performance and the prospects for improvement. This, together with the critical factor that HMIC should concentrate its scrutiny on high-risk areas of policing – in terms of risk both to the public and to the service's reputation – pointed inexorably to a focus on what are known collectively as 'protective services'. In addition, there is a need to apply professional judgement to some key aspects of leadership and governance, where some quantitative measures exist but a more rounded assessment is appropriate.

Having reached this view internally, HMIC consulted key stakeholders, including the Home Office, the Association of Chief Police Officers (ACPO) and the Association of Police Authorities (APA). A consensus emerged that HMIC could add greater value by undertaking more probing inspections of fewer topics. Stakeholders concurred with the emphasis on protective services but requested that neighbourhood policing remain a priority for inspection until there is evidence that it has been embedded in everyday police work.

HMIC uses a rigorous and transparent methodology to conduct its inspections and reach conclusions and judgements. All evidence is gathered, verified and then assessed against specific grading criteria (SGC) drawn from an agreed set of national (ACPO-developed) standards. However, the main purpose of inspection is not to make judgements but to drive improvements in policing. Both professional and lay readers are urged, therefore, to focus not on the headline grades but on the opportunities for improvement identified within the text of this report.

## HMIC Business Plan for 2008/09

HMIC's business plan (available at <http://inspectorates.homeoffice.gov.uk/hmic/our-work/business-plan/>) reflects our continued focus on:

- protective services – including the management of public order, civil contingencies and critical incidents phase 3 of the programme in autumn 2008/spring 2009;
- counter-terrorism – including all elements of the national CONTEST strategy;
- strategic services – such as information management and professional standards; and
- the embedding of neighbourhood policing.

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In addition, we are currently developing a scrutiny of strategic resource leverage, and are liaising with the Audit Commission on a methodology for the anticipated inspection of police authorities.

HMIC's priorities for the coming year are set in the context of the wide range of strategic challenges that face both the police service and HMIC, including the need to increase service delivery against a backdrop of reduced resources. With this in mind, the business plan for 2008/09 includes for the first time a 'value for money' plan that relates to the current Comprehensive Spending Review period (2008–11).

Our intention is to move to a default position where we do not routinely carry out all-force inspections, except in exceptional circumstances; we expect to use a greater degree of risk assessment to target activity on those issues and areas where the most severe vulnerabilities exist, where most improvement is required or where the greatest benefit to the service can be gained through the identification of best practice.

## Programmed Frameworks

During phase 2 of HMIC's inspection programme, we examined force responses to major crime, serious and organised crime and neighbourhood policing in each of the 44 forces of England, Wales and Northern Ireland.

While this document includes the full graded report for the major crime inspection, the inspection relating to serious and organised crime is detailed in a separate thematic report.

## Major Crime

This framework covers the force effectiveness and efficiency in dealing with homicide and other major crimes that will normally require a force to set up a major incident room. There is only one statutory performance indicator at present, although other indicators shown in the report facilitate appropriate comparisons of performance between forces; the indicators suggested give some context regarding the volume of such crimes, success in detections and trends over time, but they need to be interpreted with care. The assessment is primarily qualitative, with a judgement as to the extent to which the force predicts and prevents major crime as opposed to solely discovering and reacting to such crime. Major crime includes any investigation that requires the deployment of a senior investigating officer and specialist assets.

The grading system has changed this year to allow for a single ACPO threshold standard against which forces will be assessed as compliant, not compliant or exceeding compliance. It is recognised that collaborative arrangements can be used where appropriate. At a high level, the ACPO lead summarises the threshold standard as set out below:

- Intelligence – Compliance with the 2005 ACPO National Intelligence Model guidance on the shared understanding of and response to the risks and demands of the major crime threat, with effective intelligence and data sharing internally, with neighbouring forces and with key partners.
- Prevention – Effective proactive partnerships to prevent major crime in compliance with the European Convention on Human Rights; this includes precursor offending and options such as Osman warnings.
- Enforcement – Compliance with the 2006 ACPO *Murder Investigation Manual* and guidance in the 2005 ACPO major incident room standardised administrative

procedures, having sufficient resources to meet and manage the predicted demand and contingency to meet extraordinary demand from major crime investigation and review.

- Performance management and resilience – Efficiency through robust performance measures linking costs/resources, inputs and outputs to goals (ie the outcomes of reduction and prevention, detection and conviction work).

## Future Programmed Inspections

Following these serious and organised crime and major crime assessments, HMIC plans work in the following areas:

| Inspection area          | Dates                       |
|--------------------------|-----------------------------|
| Neighbourhood policing   | April 2008 – September 2008 |
| Developing citizen focus | April 2008 – September 2008 |
| Civil contingencies      | September 2008 – May 2009   |
| Public order             | September 2008 – May 2009   |
| Critical incidents       | September 2008 – May 2009   |
| Professional standards   | June 2009 – December 2009   |
| Information management   | June 2009 – December 2009   |
| Leadership               | June 2009 – December 2009   |

## The Grading Process

HMIC has moved to a new grading system based on the national standards; forces will be deemed to meet the standard, exceed the standard or fail to meet the standard.

### Meeting the standard

HMIC uses the ACPO agreed standards as the starting point for its SGC. The standards against which forces are measured are communicated to all forces and police authorities some time before the inspection starts. The standards are set at a level that ensures that risk to the public is identified, managed and mitigated as far as is feasible; all forces should find the standards achievable.

### Exceeding the standard

Where a force can demonstrate capacity and capability that exceed the agreed national standards, it is expected that risk assessment and business cases justify the availability of 'additional' resources, and that they are deployed appropriately. For example, some forces require a higher level of capacity/capability to counter extraordinary threat levels or to discharge a regional or lead force remit. Without such a rationale, an over-investment would almost certainly represent poor value for money and thus attract criticism.

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## **Failing to meet the standard**

This assessment is appropriate when a force cannot provide evidence that it meets a number of significant criteria that correlate with the ACPO national standards. Where evidence is provided to confirm that the particular issue has been properly risk assessed and the risk is being managed, then the report may not necessarily draw an adverse conclusion. The assessment may also give some credit in situations where a force has the ability to remedy any deficiencies promptly, in terms of time and investment levels needed.

## **Developing Practice**

In addition to assessing force performance, one of HMIC's key roles is to identify and share good practice across the police service. Much good practice is identified as HMIC conducts its assessments and is reflected (described as a 'strength') in the body of the report. In addition, each force is given the opportunity to submit more detailed examples of its good practice. HMIC has therefore, in some reports, selected suitable examples and included them in the report. The key criteria for each example are that the work has been evaluated by the force and the good practice is easily transferable to other forces; each force has provided a contact name and telephone number or email address, should further information be required. HMIC has not conducted any independent evaluation of the examples of good practice provided.

## Force Overview and Context

### Geographical description of force area

Nottinghamshire is a medium-sized shire county in the East Midlands covering an area of 2,155 square kilometres (832 square miles), with a population of 1,055,465 in some 433,974 households. The largest conurbation in the force area is the city of Nottingham. Other main towns are Mansfield, Kirkby-in-Ashfield, Sutton-in-Ashfield, Newark-on-Trent, Worksop, Retford, Carlton and West Bridgford.

The county has a diverse local economy featuring well-known companies in the fields of healthcare, pharmaceuticals, engineering, textiles and professional services, as well as several government bodies including Her Majesty's Revenue and Customs (HMRC) and the Driving Standards Agency.

### Demographic profile of force area

Within the county there are large black and minority ethnic communities, principally Indian, Pakistani, Bangladeshi and Afro-Caribbean, mainly situated within the City of Nottingham area. There is a growing Polish community in the county, especially in Nottingham and Mansfield. A population profile of the county shows that, as has been the case for a number of years, all the county's districts and boroughs have very similar population totals and age group percentages, with the exception of a large number of very young people in Ashfield and a large percentage of school-aged children and young adults in Mansfield. Unemployment statistics show that the county rate has reduced significantly over the last few years and is now below the regional and national levels.

The force headquarters (HQ) is located just north of Nottingham. The force consists of 2,314 police officers, 1,530 police staff, 389 special constables, 120 volunteers and 259 police community support officers. The force's revenue budget for 2008/09 was £186.9 million.

### Structure of the force

The force is split into four basic command units (BCUs), which are supported by thirteen specialist and supporting departments.

The BCUs are:

- Mansfield and Ashfield
- Bassetlaw, Newark and Sherwood
- Nottingham city
- South Nottinghamshire.

These are known respectively as 'A' division, 'B' division, 'C' division (often referred to as 'city division') and 'D' division. Each is commanded by a chief superintendent, supported by a superintendent (four superintendents in the case of C division), a chief inspector (operations) ('C' division has four chief inspectors, and 'D' division has an extra chief inspector responsible for neighbourhood policing), and a detective chief inspector (C division has three detective chief inspectors).

'A' division is subdivided into four local area commands (LACs), 'B' division into four LACs, and 'D' division into six LACs. 'C' division is subdivided into two operational units (north and south), each headed by a superintendent, and the BCU has eight LACs.

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The specialist and supporting departments are:

- community, youth and race relations
- corporate development
- criminal justice
- demand management (control rooms)
- force crime directorate
- force intelligence directorate
- human resources (HR)
- HQ
- information directorate
- learning and development
- operational support
- professional standards
- scientific support.

In addition, the force also receives support from outside law enforcement agencies, for example the Serious Organised Crime Agency (SOCA), HMRC and the UK Border Agency.

HR and business managers on each BCU provide professional support to the local management team. The two HQ divisions, operations and support, are also supported by HR and business managers.

The current chief officer team consists of a Chief Constable, a deputy chief constable (DCC), the assistant chief constable (ACC) (territorial), the ACC (operational support), the director of finance and corporate services, the director of information and network services and the director of HR. The Chief Constable, Julia Hodson, has been in post since June 2008. The police authority (PA) chair, John Clarke, has held this office since 2000.

There has been a substantial redirection of resources from force HQ to BCUs and a radical change in the policing model and ethos. The policing style within the force changed significantly with an internal reorganisation in April 2002. The force restructured from five to four BCUs, giving coterminosity with local authority boundaries and crime and disorder reduction partnerships.

### **Strategic priorities**

The PA and the force have developed the Policing for You vision, which clearly outlines how the services the force delivers will be focused to meet the needs and expectations of the communities of Nottinghamshire.

The vision has been developed from the successful work on A Safer Nottinghamshire for All. The new vision statement is as follows:

**‘Policing for you’ by working in partnership to protect and reassure through a visible and accessible service that is flexible and responsive to community and individual needs.”**

Five new strategic aims that mirror the delivery of the key areas of the vision are as follows:

**1. Partnership Working:** Working together with all our partners to improve our services to communities.

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**2. Protection and Reassurance:** Reducing the threat of crime, the risks posed by offenders and criminal groups, thereby reducing harm to the public.

**3. Visibility and Accessibility:** Providing local policing that is more visible and accessible to meet the needs of our communities.

**4. Flexibility and Responsiveness:** Providing a truly flexible policing service that understands the needs of our communities and adapts the service to meet those needs.

**5. Community and Individual Needs:** Listening, through effective community engagement, to ensure our services meet local and individual priorities.”

The supporting Policing for You workstreams are:

- people and culture
- leadership.
- demand management and quality of service
- protective services and partnerships
- best use of resources
- information.

The public commitment are:

- To provide a service that we are proud to deliver.
- To deliver the service that you expect.
- To deliver a service that understands you as an individual and your circumstances.
- To make the best use of our people and our resources.
- Together, all be responsible and accountable for delivering our commitment.

There is also a leadership commitment to officers and staff, which states that “Leaders at all levels will be visible and will:

- Listen to and understand the issues that affect your work.
- Leave you in no doubt as to what is important.
- Recognise and appreciate where you ‘go the extra mile’.
- Ensure the best use of your time.

## Strategic aims

### Partnership working

“Working together with all our partners to improve our services to communities.”

#### Objectives

To achieve this strategic aim the force will work to:

- Create further opportunities to improve services to our communities and secure delivery of our vision.
- Deliver quality services in line with locally shared priorities.
- Support our partnership priorities.
- Engage with young people and their families to identify those most vulnerable and in need of partnership support.
- Improve our processes and procedures to support vulnerable members of the community who may cause or may be affected by disproportionate levels of crime or anti-social behaviour.
- Improve offender management opportunities to minimise the levels of risk and harm posed to the public.

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- Increase our Protective Services opportunities through collaboration and working across our Divisions.
- Continue to work with Criminal Justice partners to bring about timely and effective resolutions of cases.
- Improve our organisational learning capacity to share best practice within the Force, regionally and nationally.

#### Milestones to be achieved 2008–13

- To establish a strategic partnership board and implement a work programme.
- To deliver improved services that are more accessible, visible and co-ordinated.
- To provide bespoke services that meet the needs and aspirations of the force's communities.
- To engage in collaborative working with crime and disorder reduction partnerships (CDRPs) to develop partnership strategic impact assessments.
- To achieve local accountability through engagement and consultation.
- To put in place a delivery plan to implement and monitor the recommendations from the partnership support programme.

#### Lead outcome measures

- Confidence and satisfaction.
- Reduction in anti-social behaviour.
- Shared resource availability.
- Progress against local area agreement (LAA) targets and local priority measures.
- Reduction in reported crimes, the success of partnership problem solving.

#### **Protection and reassurance**

“Reducing the threat of crime, the risks posed by offenders and criminal groups, thereby reducing harm to the public.”

#### Objectives

To achieve this strategic aim the force will work to:

- Reduce and successfully investigate crime, particularly those offences that are of concern to the public.
- Manage risk, reducing service gaps, building capacity and capability through collaboration and effective use of resources.
- Continuously improve service quality provided to victims and witnesses, recognising their individual needs.
- Base all aspects of our operations on the principles of minimising threat of harm and risk to communities.
- Improve our processes and procedures to support vulnerable people and families.
- Develop a deployment model that enables options to be considered between resources deployed on prevention and enforcement activities.
- Maximise all opportunities to undertake operations to detect and disrupt serious crime and organised crime groups.
- Maximise all counter-terrorism opportunities.
- Develop knowledge and understanding of organised crime networks.
- Protect the organisation against corruption.
- Develop objective and effective processes to enable decision making in respect of competing demands at all levels of the organisation.
- Promote public safety.

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### Milestones to be achieved 2008–13

- To improve services to witnesses and victims of crime through the Witness and Victim Experience surveys.
- To meet the BS25999 standard for business continuity.
- To meet the protective services threshold standards.

### Lead outcome measures

- Confidence and satisfaction.
- Protective services threshold standards.
- Reduction in crime and increase in the number of offences to brought to justice.
- Progress against LAA targets.
- Contribution to the reduction in the fear of crime.

### **Visibility and accessibility**

“Providing local policing that is more visible and accessible to meet the needs of our communities.”

### Objectives

To achieve this strategic aim the force will work to:

- Ensure that safer neighbourhood teams tackle the priorities raised by local communities.
- Develop an effective marketing strategy that promotes the Policing for You vision.
- Continually improve the time and productivity of operational officers and staff spent out of stations.
- Maximise opportunities for co-locating front-line services in premises with partner agencies.
- Improving service quality through active engagement with those who have experience our services.
- Continuously improve efficiency and productivity planning for all our services.
- Managing demand, ensuring that our resources are effectively deployed.”

### Milestones to be achieved 2008–13

- To carry out efficiency and productivity planning.
- To deliver the demand management and quality of service workstream effectively.
- To ensure that the budget planning cycle fully supports operational activity.
- To make the best use of activity analysis to maximise front-line policing.

### Lead outcome measures

- Confidence and satisfaction.
- Improved public profile of policing in Nottinghamshire.
- Improved efficiency and productivity of services.
- Promotion of safety within communities.

### **Flexibility and responsiveness**

“Providing a truly flexible policing service that understands the needs of our communities and adapts the service to meet those needs.”

### Objectives

To achieve this strategic aim the force will work to:

- Continue to improve and sustain all aspects of service quality internally and externally.
- Maximise all resources available to deliver the principle of ‘same day service’.

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- Maximise environmental scanning functions to signal in advance issues that impact on the force's medium and long-term service delivery.
- Develop an evidence-based framework to evaluate operations and business processes, demonstrating performance benefits and highlighting efficiencies.
- Have a planned programme to review key processes and procedures to maximise effectiveness and efficiency.
- Maximise through the performance development review process the concepts of a learning organisation, enabling the continuous development of staff so that performance improvement is planned and sustained.
- Maximise benefits realisation management, enabling options to be considered about the redistribution of resources across the organisation to meet new demand.
- Continually support innovative ways of working to improve service delivery.
- Continuously support and develop a flexible and skilled workforce.
- Improve access to services.
- Respond to community engagement and consultation to determine local priorities.
- Embed business continuity into the culture of the organisation.
- Further develop our strategic intelligence assessment process to take a more rounded view of the organisation."

#### Milestones to be achieved 2008–13

- To implement the leadership and culture workstream.
- To deliver the demand management and quality of service workstream effectively.
- To develop a business continuity management culture.
- To develop processes to ensure effective knowledge management and organisational learning.

#### Lead outcome measures

- Public confidence and satisfaction.
- Performance against PA targets.
- Meeting of LAA targets.

#### **Community and individual needs**

"Listening, through effective community engagement, to ensure our services meet local and individual priorities."

To achieve this strategic aim the force will:

- Undertake quality community engagement and consultation to set local priorities that meet the needs and expectations of our communities.
- Continually deliver and improve effective safer neighbourhood teams and improve the confidence of the local communities.
- Support the development of the leadership styles required to deliver 21st century policing at all levels of the organisation.
- Encourage staff to be innovative and develop the organisation.
- Provide improved support for victims and witnesses.
- Delivery of the people management strategy.
- Leadership to ensure improved first-line supervisors.
- Development and implementation of the workforce modernisation agenda.
- Improve communication and marketing throughout the organisation and with our communities.
- Ensure that we have the right people, doing the right things, at the right time with the right skills and equipment.

### Milestones to be achieved 2008–13

- To ensure that safer neighbourhood teams are responding to local priorities.
- To deliver the joint PA and force engagement and consultation strategy and action plan.
- To deliver the people strategy.
- To deliver the activities in the equalities action plan.
- To conduct a cultural audit and a staff perception survey.
- To promote the full use of discretion by our operational supervisors.”

### Lead outcome measures

- Public confidence and satisfaction.
- Equality and diversity indicators.
- Internal culture change to support the delivery of the vision.

## **Force developments since 2007**

The force has developed an action plan to address the areas for improvement identified in phase 1 of inspection activity. This action plan is subject to quarterly updating of developments and is monitored by the Chief Constable and the PA prior to discussion with HMIC.

## **Collaboration (strategic partnerships)**

The East Midlands special operations unit (EMSOU), set up to tackle serious and organised crime in the East Midlands, is one example of collaboration. Another is the joint air support unit serving Nottinghamshire and Derbyshire. Chief constables and the chairs of PAs from Derbyshire, Leicestershire, Lincolnshire, Northamptonshire and Nottinghamshire are committed to working together to improve efficiency and performance in the future. Collaboration will achieve improved levels of service from within existing resources and/or similar levels of service at reduced cost, while retaining local police forces and local accountability.

Following the HMIC report *Closing the Gap*, the five East Midlands forces and their PAs considered how best to identify and address gaps within protective services (serious and organised crime, major crime, strategic roads policing, civil contingencies, critical incidents and public order). New emphasis was placed on working collaboratively after the Home Office withdrew its 2005 plans to merge police forces.

The five police forces individually and collectively identified those areas where there is the greatest need to increase capacity and capability to address protective services gaps. This assessment drew on local, regional and national data and will be updated periodically. The areas with the most urgent need for improvements across more than one force are the priorities for a regional programme and for significant progress by 2009.

The regional protective services work programme covers:

- witness protection;
- making best use of police officers with specialist operational skills;
- domestic abuse;
- high-tech crime;
- improving the ability to tackle cross-regional and national criminality impacting on the region;
- live and cold case reviews;

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- technical support to police operations; and
- surveillance support teams.

Parallel work conducted with support from consultants identified opportunities for greater productivity.

Regional productivity projects include:

- tape summarising
- managing demand
- managing resources
- prisoner processing and file preparation workforce modernisation; and
- forensics and identification
- authorisation for specialised surveillance
- mobile data
- alignment of policy and procedure across forces.

A collaboration programme team manages the programme of regional work. The team will cost £1.13 million in 2008/09 and £1.2 million in 2009/10. It is funded jointly by the five police forces. Projects are led by chief officers from around the region. The programme is overseen by a collaboration board, comprising the chief constables and the chairs and members of PAs. This board meets approximately every six weeks and provides the detailed management of the programme. There is further oversight of the work through the East Midlands joint police authorities committee, which meets quarterly in public. Detailed information about the programme of regional collaboration on protective services and productivity, including work beyond 2008/09, is set out in the East Midlands regional collaboration plan.

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## Major Crime

|       |                    |
|-------|--------------------|
| GRADE | Meets the standard |
|-------|--------------------|

### Contextual factors

This element of the inspection report details Nottinghamshire Police's capacity and capability to identify and assess the risks from major crime, as well as its response in preventing and investigating these crime types, prioritising those which pose the greatest threat to individuals or communities.

|  | 2006           | 2007           | Change         | MSF**<br>group<br>mean |
|--|----------------|----------------|----------------|------------------------|
| Number of life-threatening and gun crimes per 1,000 population | 0.443          | 0.479          | +8.13%         | 0.444                  |
| Number of abductions per 10,000 population                     | 0.000          | 0.000          | 0.00%          | 0.004                  |
| % of abductions detected/convicted                             | Not applicable | Not applicable | Not applicable | Not applicable         |
| Number of attempted murders per 10,000 population              | 0.086          | 0.144          | +67.44%        | 0.095                  |
| % of attempted murders detected/convicted                      | 88.89%         | 73.33%         | -15.56pp*      | 101.58%                |
| Number of blackmail offences per 10,000 population             | 0.365          | 0.317          | -13.15%        | 0.233                  |
| % of blackmail offences detected/convicted                     | 13.16%         | 39.39%         | +26.23pp*      | 35.54%                 |
| Number of kidnappings per 10,000 population                    | 0.451          | 0.336          | -25.50%        | 0.350                  |
| % of kidnappings detected/convicted                            | 31.91%         | 42.86%         | +10.95pp*      | 0.350                  |

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|  |         |         |          |         |
|--|---------|---------|----------|---------|
| Number of manslaughter per 10,000 population | 0.029   | 0.048   | +65.52%  | 0.019   |
| % of manslaughter detected/convicted         | 100.00% | 100.00% | Opp*     | 70.00%  |
| Number of murders per 10,000 population      | 0.106   | 0.077   | -27.36%  | 0.124   |
| % of murders detected/convicted              | 109.09% | 100.00% | -9.09pp* | 107.19% |
| Number of rapes per 10,000 population        | 2.545   | 2.026   | -20.39%  | 2.320   |
| % of rapes detected/convicted                | 28.68%  | 28.44%  | -0.24pp* | 23.74%  |

\*pp' is percentage points.

\*\*Most similar forces group for Nottinghamshire is Avon and Somerset, Bedfordshire, Leicestershire and South Yorkshire.

**From the statutory performance indicator (SPI) data contained in the table above it can be seen that the crime types of attempted murder, blackmail and manslaughter pose a threat to Nottinghamshire Police. The rates of offences for attempted murder and manslaughter both rose in 2007 and are above the MSF average. The offence rate for blackmail fell in 2007 but remains above the MSF average.**

**The SPI data also indicates that major crime investigation in Nottinghamshire is comparable to the rest of the MSF group. Nottinghamshire Police is performing at a level above the MSF average in some areas (blackmail, manslaughter and rape) but below the MSF average in other areas (attempted murder and murder).**

**The National Protective Services Analysis Tool (NPSAT) published in September 2007 indicates that Nottinghamshire is facing either a low or medium demand with regard to homicide, rape and kidnapping offences and as such no NPSAT charts have been included in this report.**

**While organised crime group (OCG) mapping is in its infancy as a technique nationally, Nottinghamshire Police has sought to make progress by ensuring that analysis of major crime types is initially mapped.**

**The force strategic assessment (FSA) demonstrates a clear understanding of the historical, current, predicted and emerging trends in major crime and the interventions required to tackle these.**

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**The force has identified drugs supply, OCGs, illegal immigration, firearms-related offences and terrorism as its major crime priorities within the force control strategy. The force strategic intelligence requirement has a clear focus on the continuous search for information on the identified priority areas.**

**Within the documentation overall, the issues have broadly been identified or addressed.**

**The force has invested suitable resources in interventions to maximise harm reduction, to minimise risks to the public and to inhibit major crime. In particular, Nottinghamshire Police's role in the provision of analytical co-ordination and development to regional partners is noteworthy.**

**This inspection assessment reveals that the force demonstrates maturing processes in its approach to managing major crime. In making this judgement, HMIC recognises collaborative agreements with the East Midlands regional forces and the Serious Organised Crime Agency (SOCA).**

## Intelligence

**Summary – The force has sufficient dedicated analytical resources to meet the identified demands from major crime and to supply dynamic intelligence products that drive the energies of the force. The force has fully committed to major crime investigation with the requisite accommodation, equipment and funding.**

### Strengths

- The force currently has sufficient analyst posts available to deliver intelligence analysis and analytical products in support of National Intelligence Model (NIM) processes. The force is in the process of moving from analysis based simply on separate crime themes to incorporating geographical profiling across the basic command units (BCUs) and in specialist crime areas. This development includes the assigning of dedicated analysts and dedicated researchers to the homicide unit.
- The force also has analytical capability in the serious and organised crime arena, while a dedicated intelligence analyst progresses work on behalf of the violent crime lead. There are a dedicated specialist analyst and researcher in the serious and organised crime unit, an analyst in the crime directorate, and five analysts in the force intelligence directorate, all of whom provide analytical products on serious and organised crime.
- Analytical products are submitted to the tasking and co-ordination groups (TCGs) at both levels 1 and 2, with progress being monitored at these meetings. The analytical products include identification of threat and harm (using the force matrix) and relevant management information to assist in the making of tasking decisions. Evidence was provided to the inspection of the use of the full range of analytical products, the use of open source information, and the time allotted for completion of the FSA.
- The force homicide unit has dedicated analytical resources consisting of four teams, each being a research/analytical cell comprising a detective sergeant, two detective constables (or police constables), a researcher and an analyst. These resources are appropriate to meet predictable demand.

### Work in progress

- Nottinghamshire Police has recently lost some trained and experienced analysts to newly formed regional and national units. In order to ensure that capacity and capability are relatively unaffected by future demands, the force is leading a regional project for delivery of analytical resources and training, with the assistant chief constable (ACC) (crime) being the project lead. The force is working with the other four East Midlands region forces to establish a regional training facility, providing in-house analytical training. This facility will deliver initial training for analysts across the region and will have the capacity to support analytical development, promulgate good practice and provide continuing professional development. A costed business proposal was prepared in 2006, with identification and recruitment of trainers following in 2007.
- The force principal analyst is working with regional forces to secure the same pay

scales for analysts across the region, in order to reduce the number of staff moving between forces to benefit from differing pay scales. The work is being driven through the regional analysts' working group so as to increase collaboration and ensure that the aims and objectives are achieved.

**Areas for improvement**

- None identified.

**Summary – The force seeks and shares intelligence about level 2 and level 3 major crime types through partnerships. This work is assessed to be effective. The force’s community impact assessments to evaluate risk following major crime are adequate.**

### **Strengths**

- Examples of community impact assessments were provided to the inspection: these demonstrated the commitment of the force, along with partners, to identifying community issues that result from major crime or serious and organised crime occurring within the county. They also demonstrated the way in which the partner agencies work together both to provide community reassurance and also to increase community intelligence in the aftermath of protracted operations against serious and organised crime targets.
- Community impact assessments are used to identify relevant community issues linked to an increase in signal crimes, whose levels are monitored by the force. The assessments are allocated a national community tension score and then fed into the tasking and co-ordination process; subsequently, reassurance activities are undertaken, with partners, in the identified communities.
- Analysts are able to supply briefings to inform operational activity – for example, as a result of environmental scanning activities they identified a potential problem with the use of dogs in searches, which can be a particularly sensitive issue for some faith groups. As a result, specific pre-planning requirements can now be put in place to minimise the impact on community confidence.
- The force works with partners such as the fire service, the county council and Nottingham City Council to produce strategic-level analytical products, such as crime mapping; this work feeds into partnership tasking and directs operational activity.
- The force provided an example of harm identification gleaned through partnership data from accident and emergency departments; this data pinpointed a geographical hotspot for knife crime which had not previously been identified from force data alone.
- The major incident room makes use as required of relevant specialists, such as ballistics experts, interview advisers and forensic advisers.

### **Work in progress**

- The force is broadening the scope of data capture and analysis and is now collecting more data from accident and emergency departments, the fire service and local councils. This is to be linked with census data to help profile communities and identified geographical areas of risk and threat within communities.

### **Areas for improvement**

- None identified.

**Summary – The FSA analyses the trends in relation to major crime sufficiently. Consequently, the force control strategy is found to be similarly adequate. Problem profiles for the impact of OCGs, gun crime and cash-in-transit robberies are satisfactory, with links to force- and BCU-level plans. There is sufficient evidence that the force understands the threat posed by other life-threatening issues.**

### **Strengths**

- Nottinghamshire Police produces its FSA annually in November and reviews it after six months (May). The strategic assessment process is supported by a similar process at both BCU level 1 and level 2. Information and intelligence for these assessments are taken from a wide range of sources, including partners. This ensures that problems and issues raised can also be seen from a partnership viewpoint.
- The level 2 strategic assessment's primary focus is serious and organised crime; it sets the control strategy and intelligence requirement for the force intelligence and crime directorates.
- The FSA includes an assessment of the impact of criminality at all levels – with assessment of impact on level 1 policing within local communities, and assessment of levels 2 and 3 criminality which relates to serious and organised crime.
- The force control strategy covers all levels set out in the NIM and focuses on three key areas:
  - level 1 – neighbourhood policing and developing community intelligence;
  - level 2 – serious and organised criminality; and
  - criminal markets within Nottinghamshire and across the East Midlands region.
- The three key areas of focus ensure that policing and partnership activity is targeted at all levels. The control strategy highlights prevention, intelligence and enforcement opportunities for each of these key areas.
- The level 2 control strategy, which focuses on serious and organised criminality, seeks to develop analytical and intelligence products to target and disrupt levels 2 and 3 criminality carried out by OCGs.
- The force has completed problem profiles for the impact of OCGs, gun crime and cash-in-transit robberies.
- The force intelligence requirement looks at the same three key areas and is used to develop analytical and intelligence products to support the tactical tasking and co-ordination process. The force and partners are aware of their responsibility to collect information and intelligence in relation to this requirement.
- The force strategic tasking and co-ordination meeting forms part of the NIM corporate planning cycle, which sets out a timetable to ensure that all aspects of business planning are co-ordinated. The FSA document sets out the key findings and recommendations to be considered by the group. Decisions then made, and any actions that are allocated, are reflected within the control strategy and

intelligence requirement.

- There are clear links between BCU tasking processes and force-level tasking. An example was provided of a potential critical incident identified on a BCU involving a threat to life, which was assessed and referred to the force tasking and co-ordination process. At the force level, resources were allocated and disruption tactics were employed to mitigate the threat.

### **Work in progress**

- The integrated corporate planning cycle is still in development, with further work being carried out on integrating finance documents to support the intelligence assessment. The process does already enable work on financial planning to take cognisance of resource requirements, the control strategy and intelligence requirements. It also assists in the development of the new three-year strategy plan and local policing plans.
- The force is aware of the contents of the NPSAT and is considering how best to incorporate the information into its understanding of threat and risk.

### **Areas for improvement**

- The force currently focuses on measuring and reducing physical numbers of crimes, but is aware of the need to develop more sophisticated harm indicators.

**Summary – Trend analysis and problem profiles have only recently begun to be shared with partners and BCUs. There is an emerging trigger plan for ‘hot briefing’ whenever either a significant change in the major crime threat or the nature of the analysis demands a fast-time response. Information-sharing protocols exist with key partners, such as local authorities. The force can in part demonstrate that it is on track to reach full management of police information (MoPI) compliance by 2010.**

### **Strengths**

- The force has a high-level strategy to improve the management of police information and make more effective use of it, while complying with the legal requirements set out in the MoPI code of practice.
- The head of information technology (IT) is the lead for the implementation of MoPI within the force and the project is supported by the force programme support group. The data services department is checking compliance of force policies with MoPI, as well as instigating a quality assurance audit cycle for data quality and security issues. The force has been the subject of peer review in the implementation of the requirements of MoPI, with an action plan to address issues identified.
- The ACC (crime) chairs the community safety tactical board, which brings together various partners, including the county and district councils. This board has provided joint funding for drugs operations, which have combined enforcement activity with drug testing and treatment services.
- Close liaison between the force and local authority partners is evident, with community wardens being managed and deployed by Nottingham City Council to tackle joint problem-solving issues. Partners and police are involved in the Nottingham Stands Together project, which takes a joint approach to identifying community issues, especially those causing most harm.
- There are terms of reference for offender management panels and multi-agency public protection arrangements which link to prevention of serious crime. The force makes use of National Policing Improvement Agency (NPIA) expertise and refers suitable crimes to the Serious Crime Analysis Section of the National Crime Faculty (NCF).
- The homicide unit provided examples to the inspection of engagement with the NCF to facilitate work with specialists, and of use of the Catchem database in ongoing investigations.
- The force has a level 2 dedicated source-handling unit (DSHU), in addition to level 1 source units on BCUs. The level 2 DSHU links directly with the East Midlands special operations confidential unit. This ensures that intelligence and tasking are used to maximise the effectiveness of major crime investigations.

### **Work in progress**

- The head of data services is currently producing a review, retention and disposal policy, which will be compliant with MoPI. The work identified to implement this

policy across the force is the subject of a documented project plan.

### **Areas for improvement**

- The force was recently subject to an audit of processes in relation to the Police National Computer (PNC). Data quality was identified as an area where the force needs to improve, in order to deliver the objectives set out in the force data quality strategy. The force has now appointed two data services officers who will conduct PNC audits in addition to auditing other critical force systems.

**Summary – In respect of major crime, the force profiling of vulnerable locations and communities is developing, with evidence that the impact of OCG activity is partially understood. As a result, future risks and threats across the force area are identified in a timely way.**

### **Strengths**

- Following identification of the prevalence and high profile of serious organised crime problems in Nottinghamshire several years ago, the force initiated operational activity to look at community reassurance, communications, intelligence, investigation, forensic and prevention activity. It engaged with over 600 voluntary sector and community groups, as well as with young people who had been affected by gun crime. The force produced a *No More Knives* DVD to improve awareness of the issues involved in knife-carrying and its consequences. Over time, this operation has led to significant results – in particular, arrests and seizures of cash, drugs, property and firearms – as well as addressing community issues through the force independent advisory group (IAG).
- The force actively supports and part-funds a football community project aimed at bridging gaps between previously conflicting communities. This conflict has historically led to violent crimes being committed. Project Unity is led by a former professional footballer and has links to South Nottinghamshire College, so it is able to combine education, training and employment opportunities. Due to its success at reducing barriers between groups, the project's original target group of 16–19-year-olds has been expanded to 10–15-year-olds. The Unity youth team plays at prestigious football grounds, including Nottingham Forest's, and combines playing sport with discussions on citizenship. Nine former members of the Unity team are now playing semi-professional football and one member has joined the Army.
- Problem profiles relating to specific communities are produced: examples include, identifying vulnerable groups within the community of Bestwood; and another, which addressed the threat posed to communities by specific types of organised crime.
- The force has also carried out a strategic review of illegal immigration issues which has identified the level of threat posed by this type of crime.
- These examples demonstrate how, through identification of risk and threats to vulnerable communities, the force has engaged with partners to develop strategies to reduce major crime and to provide alternative activities for vulnerable groups.

### **Work in progress**

- The force is developing its briefing and tasking system to provide intelligence on current and emerging threats and issues to neighbourhood level. It is doing this by combining community intelligence and MOSAIC public sector data, to be used by staff in targeting operational activity.

**Areas for improvement**

- The force needs to expand its knowledge of vulnerable new communities so that the numbers and impact of OCGs can be better understood.

**Summary – Regarding elements of intelligence, the force strategic risk register is reviewed every month by the ACC (crime), who oversees the strategic risk working group. Each identified risk for major crime has a current action plan; these are effectively monitored.**

### **Strengths**

- Risks are assessed at all levels and by a range of functions across the force. Where the risk cannot be managed at the originating level, it is escalated to the strategic risk working group. All strategic risks are captured on a strategic risk register. Items submitted as strategic risks are subject to challenge/audit by the strategic risk working group before being added to the register. Items already on the register are reviewed by this working group through updates submitted by the lead officer for that risk. The strategic risk board then considers any recommendations. This board reports to the force executive group and the police authority (PA) governance panel. Briefings have been given to BCUs to ensure that risks at each level are being identified, analysed, controlled and monitored. The corporate development department (CDD) leads an action plan for risk management.
- The CDD uses an environmental scanning tool to provide the force crime and intelligence directorates with updates on new legislative requirements, so that these can be incorporated into future business planning.
- The force has a clearly defined call-out procedure for major crime and crimes in action. It is on the current version of the Home Office Large Major Enquiry System (HOLMES) and the force has successfully tested its operability, with migration to an updated version planned for 2008.

### **Work in progress**

- The force is developing a process to disseminate good practice on the prevention and mitigation of risks so this can be shared across BCUs.
- The force continues to monitor abstractions from BCUs to deal with category A and B homicide investigations. It also continues to review the decision that category C murders will remain the responsibility of BCUs, to ensure that resources and investigative practices are appropriate.
- The force business continuity plan has been tested through a table-top exercise, with appropriate debriefing and then a report to the force executive group.
- The strategic risk working group is the forum in which new risks are discussed, assessed and scored before being included in the risk register. This group feeds the strategic risk board, where risks are reviewed, ratified or removed from the risk register.
- The regional collaborative group is the forum at which corporate risks and business continuity issues are discussed. It compares risk registers and risk management plans to assist in the validation process. Issues discussed have included the implementation of corporate manslaughter legislation and how the force can work most effectively with the Health and Safety Executive.

## **Areas for improvement**

- The force has decided not replace the recently retired second detective superintendent on the homicide unit; instead, the head of crime (who also leads on this matter nationally) will manage the homicide reduction portfolio. The force needs to ensure that it monitors the current position to ensure that this level of capacity is sufficient. It is noted that the force made this decision after a review in 2005/06; but given the requirements of the national protective services agenda, it should remain under review.

July 2008

**Summary – The force is collaborating fully with all other forces in its region to provide the same level of access and interrogation of intelligence systems across the region. Some of the operational databases are searchable from the force intelligence system. The recommendations of the Richard Inquiry have been fully implemented.**

### **Strengths**

- A process exists to extract intelligence from the HOLMES database for inclusion on the force intelligence system, although this does require some double-keying as there is no electronic link. This work is supported by an established process for senior investigating officers (SIOs) to document the dissemination policy for investigations, so that immediately available intelligence can be inputted onto force systems as soon as possible and then other intelligence can be added at the conclusion of the investigation. Staff have been trained as intelligence assessors in order to assist with the quality assurance element of the process.
- The force intelligence directorate uses intelligence gathered from the automatic number plate recognition system to facilitate intelligence gathering for serious and organised crime and major crime investigations.
- The force liaises regularly with neighbouring forces and other forces when organised criminality originating elsewhere impacts on Nottinghamshire communities. The force provided examples to the inspection of operations and intelligence sharing with Derbyshire Constabulary, West Midlands Police, Leicestershire Constabulary, the Metropolitan Police and Greater Manchester Police.
- The force has a good relationship with the Serious and Organised Crime Agency (SOCA), with Nottinghamshire officers being based at its offices. Examples were given of joint operational activity with other law enforcement partners, and instances of Nottinghamshire Police providing assistance to others.
- As part of the NIM action plan for forensic services, intelligence gained from crime scene investigations is inputted into the force intelligence system; there is a mechanism to quality-assure this process.
- The force is working towards interoperability of intelligence systems and has just approved the business case to purchase workstations for analysts. This will enhance charting capability and identification of level 2 criminality, enabling analysts to provide improved intelligence products for the force.
- There is a strong working relationship with the regional intelligence group and the East Midlands special operations unit (EMSOU), in which exchange of intelligence is effective and used to develop regional intelligence products such as problem and subject profiles.

### **Work in progress**

- The MoPI project board has been given the responsibility of seeking an IT solution to the harvesting of intelligence across force systems and making this process as efficient as possible.
- The force is part of a regional collaborative project to introduce a system to

search 40 databases across the five regional forces. This work is more advanced for Leicestershire Constabulary and Lincolnshire Police and a target completion date is still to be set.

**Areas for improvement**

- None identified.

**Summary – The force has a case review policy that is always applied, ensuring that current major crime cases are reviewed in accordance with Association of Chief Police Officers (ACPO) guidance; the policy is efficient. (This refers to organisational learning.)**

### **Strengths**

- The force provided the inspection with review documents on homicide investigations, which had been carried out by and produced by the crime directorate case review unit. The reviews are formatted to provide a standardised report and ensure that all areas of the investigation are examined in line with the terms of reference. Recommendations, good work, good practice and learning points are included within the body of the report. Reviews are carried out in accordance with the requirements of the *Murder Investigation Manual* (MIM).
- Homicide reviews are commissioned by the ACC (crime) and terms of reference identified prior to commencement of the review process. Examples of typical terms of reference include:
  - SIO policy decisions and recording;
  - investigative strategy, including principal lines of enquiry and fast-track actions;
  - intelligence strategy;
  - forensic strategy;
  - family liaison strategy;
  - compliance with the MIM and major incident room standard administrative procedures (MIRSAP);
  - community impact assessment;
  - identification of additional lines of enquiry; and
  - identification of learning opportunities.
- The report is submitted first to the ACC, and there follows a presentation to the ACC, the head of crime, the head of homicide and the SIO. The presentation focuses on the findings of the review, together with any learning points and areas of good practice. These issues are fed back into the organisation through professional development forums such as the crime seminar.
- The force has recently carried out a review of all category C homicide investigations which ran between 1 April 2006 and 31 March 2007; this recommended continuation of the current resourcing position (ie category C homicides are managed by BCUs, with support from the major crime unit) with a further review in 12 months' time.

### **Work in progress**

- The force continues to conduct training needs analysis and implement training requirements to ensure that it has sufficient skilled BCU staff to manage major incident rooms. Problems with accommodation for BCU major incident rooms are being addressed during 2008 to ensure suitable accommodation is available for staff on major inquiries.

**Areas for improvement**

- None identified.

**Summary – The force tasking and co-ordination process operates satisfactorily to deliver suitable responses to managing major crime threats. Documentation examined reveals a sound understanding of historical, current and predicted demand.**

**Strengths**

- The force has invested in training appropriate staff through a NIM intelligence manager course. The purpose of this is to enhance its own NIM processes and ensure that intelligence products are of sufficient quality to inform decisions on operational activity through the tasking and co-ordination meetings.
- The NIM user group has developed NIM templates and has informed improvements to the levels 1 and 2 tactical tasking and co-ordination process. This user group reports to the force NIM steering group, which is able to action recommendations and ensure that improvements are implemented force-wide.
- NIM support plans for each BCU are subject to review by the force intelligence directorate; additionally; BCUs report on progress to the NIM user group. Progress includes:
  - structured training days;
  - standardisation of analytical products; and
  - a communication strategy for the NIM (including a newsletter and web page).
- The force has engaged the NPJA to assist in evaluating the tactical tasking and co-ordination processes and the briefing and tasking system.
- The force has carried out activity-based costing analysis in relation to intelligence staff, and is using the data to compare activities across BCUs and specialist departments. This will help to identify whether staff are focused on providing the required analytical products, and highlight tasks that distract from this purpose. These results will inform the NIM support plans for BCUs.
- This work has improved the quality of analytical products supporting the tasking and co-ordination processes, and staff are confident that operational activity is directed through this process and linked to the identification of threat and harm, as measured by the force risk matrix.
- Where activity has not been adopted by the level 2 TCG the rationale is recorded in the minutes of the meeting.
- The FSA and subsequent review identified changes in the risk and threat posed by serious and organised criminality in Nottinghamshire. The assessment covered the force's capacity and capability to evaluate and counter emerging threats and trends.
- The force control strategy has been updated to reflect long-term priorities for intelligence, prevention and enforcement activity for the force (and its partners).
- The strategic intelligence requirement also reflects changes and points to where gaps in intelligence have been identified. An example of this is illegal immigration, formerly a control strategy priority but amended to an intelligence

requirement because there was insufficient evidence and intelligence in this area to support its continued inclusion as a control strategy priority.

- In 2005 the force worked in collaboration with the then National Criminal Intelligence Service to identify the most prominent OCGs operating in the force area. The force used this work as a starting point to identify all OCGs that impact on the force area, assessing the threats posed and the economic impact that OCGs have on the county.
- The homicide prevention strategy takes a multi-agency approach to lessons learnt from historical homicide investigations through the review process. It also analyses offences that might have resulted in a homicide but for the attendant circumstances or intervention (known as near-miss incidents).
- The force carries out preventative operational activity following on from problem profiles which identify emerging trends and threats. For example, safer neighbourhood team officers target the large student community, conducting awareness visits at the start of each term to help students reduce the risk of becoming victims of crime, in particular violence and sexual attack.

### **Work in progress**

- The force is working with businesses to explore whether its use of business analysts can assist in developing staff and improving processes used across the force.

### **Areas for improvement**

- Examples were noted of operational activity brought to the tactical TCG for adoption at level 2 that did not meet the agreed criteria, whereupon the operations were returned for the BCU to progress, and managed through the BCU TCG. The activity at which such operations are targeted is referred to locally as level 1½ criminality (although it is managed at level 1). The force should consider an assessment of the total amount of operational activity that falls into this category to ensure that BCUs are able to devote sufficient time and resources to these investigations.

**Summary – Due to appropriate and adequate training, the force’s awareness of diverse community needs during major crime investigations is consistent.**

**Strengths**

- All staff have received a two-day diversity training course, with supervisors attending a four-day course.
- Specialist staff attend a one-day hate crime course and ‘Working with...’ modules which examine aspects of disability, Islam etc. The need for the modular course is highlighted through the PDR process.
- Family liaison officers (FLOs) who are involved in major crime and serious and organised crime investigations receive enhanced training to ensure that they have sufficient cultural awareness to deal with sensitive issues they may encounter when dealing with victims’ families. The FLO register also contains details of specific areas of expertise and knowledge, to help identify the most appropriate FLO to deal with a specific family; this information can take into account a range of diversity issues.
- FLOs have also had training in different-cultural practices around death and bereavement.

**Work in progress**

- All managers and supervisors are undergoing diversity assessor training.
- Force control room staff are due to attend a one-day workshop on promoting equality and valuing diversity.
- Training in different-cultural practices around death and bereavement.
- is being extended to all staff and attendance will be decided on a skills need basis.
- A training module on combating extremism and building cohesion is being developed for delivery in 2008.

**Areas for improvement**

- Diversity training is ongoing for new staff but has not been refreshed for staff who attended the training course some years ago.

## Prevention

**Summary – The force has a strategic IAG and key individual networks and these are frequently used to maximise the contribution of partners in the management of major crime investigations.**

### Strengths

- Consultation with the force IAG and minority ethnic advisory group is managed through the community, youth and race relations department. Minutes of their meetings evidence consultation on homicide inquiries and investigations into OCGs. From these meetings there emerged particular community concerns in relation to policing activity; as a result of discussion, ways to address these concerns and provide reassurance were identified. IAGs are also consulted for advice as part of community impact assessments.
- The force recently hosted the national IAG meeting and its own members represent communities on other national forums.
- Each BCU has its own IAG co-ordinator, who acts as the first contact for investigators. In addition to BCU-level IAGs, the force has a strategic IAG to provide guidance and advice on force strategy and policy.
- The force has developed a positive and appropriate working relationship both with the courts and with the Crown Prosecution Service (CPS). This is evident in the types of sentencing that have been seen, along with the use of special measures in achieving best evidence. CPS caseworkers are assigned to major crime and serious and organised crime investigations, obviating the need to engage with CPS directly or for the investigation lead to brief lawyers remotely for charging decisions in complex cases.
- In response to increasing organised crime activity involving the use of firearms from 2000 onwards, the force has engaged with partners to establish positive and productive links with youth offending teams, Victim Support, the probation service, Connections, crime and disorder reduction partnerships (CDRPs) and the voluntary group Mothers Against Guns.

### Work in progress

- The identification of key individuals for each safer neighbourhood across the county is a key objective, targeted for completion by April 2008.

### Areas for improvement

- None identified.

**Summary – Effective contingency plans are in place to minimise the impact of any escalation of a major crime incident. The inspection teams found that ‘golden hour’ principles are sufficiently understood by call management staff and first responders.**

### **Strengths**

- The force has a number of strategy and policy documents covering separate aspects of the response to major crime and serious and organised crime. These include the policy remit for the homicide unit, which details roles and responsibilities together with consideration of resource management and homicide prevention.
- A separate document sets out the threat and risk matrix, designed to facilitate a scientific risk and threat assessment process. This provides continuous trend analysis for early warning of emerging threats posed by homicide and serious crime, as well as standard operating procedures for the homicide and other units.
- The documents demonstrate how the force homicide research and analytical cells support the investigation of major crime – a flowchart illustrates how the cells link the intelligence process to major crime. A service level agreement between the homicide unit and BCU identifies respective roles and responsibilities; it includes agreements between SIOs, BCUs and operational support officers (who are required to conduct a variety of searches in support of major crime investigations).
- The use of the HOLMES system is outlined in an operating practice and procedures document and a force policy on the deployment of FLOs, to ensure that FLO deployment complies with the existing ACPO family liaison strategy.
- The force control room staff have been trained in issues relating to kidnap and extortion incidents, and specifically in the initial response and the specialist role of SOCA. The training was delivered by senior detectives and designed to complement the force policy.
- Control room staff have access to drop-down menus for specific crime issues such as kidnap and extortion.
- Appropriate first response staff have been trained in the golden hour principles, in order to ensure that they can deliver the required service at the initial stages of an investigation to ensure that investigative opportunities are maximised.
- All contact management centre inspectors are firearms silver commanders, in order to ensure the provision of 24-hour coverage; they take control of potential critical incidents until a formal gold/silver/bronze command structure can be implemented. This is achieved through use of the call-out lists, available electronically.
- The force has recently carried out an evacuation exercise IN one of its control rooms, to test business continuity plans. This involved switching calls to an operational control room, and demonstrated that there was little loss of service. The force has also conducted exercises to test response to major incidents and instigated its immediate response plan. This exercise was debriefed and

feedback provided to staff, with debrief documents completed.

- Operational inspectors and sergeants demonstrated to the inspection a good knowledge of the golden hour principles, with a regular debriefing occurring for the benefit of staff. Decision making is properly recorded and staff with specialist knowledge are available to ensure that crime scenes are well managed.

### **Work in progress**

- None identified.

### **Areas for improvement**

- Although control room staff have been trained in responding to kidnap and extortion incidents, no testing of the response has taken place. However, plans are currently being prepared to undertake testing.

## **Summary – The threats from precursors to major crime offending are analysed adequately.**

### **Strengths**

- The homicide prevention strategy takes a multi-agency approach to lessons learnt from historical homicide investigations through the review process. It also analyses offences that might have resulted in a homicide but for the attendant circumstances or intervention (known as near-miss incidents).
- The force carries out preventative operational activity following on from problem profiles which identify emerging trends and threats. For example, safer neighbourhood team officers target the large student community, conducting awareness visits at the start of each term to help students reduce the risk of becoming victims of crime, in particular violence and sexual attack.
- The head of forensic services attends force TCGs, where tasking is linked to maximising forensic opportunities in support of operational activity against an identified threat. Every six months the forensic science department provides a report to the force intelligence directorate, outlining identified, new and emerging threats, as well as performance in key areas.
- The force has also carried out a strategic review of illegal immigration issues which has identified the level of threat posed by this type of crime.
- These examples demonstrate how, through identification of risk and threats to vulnerable communities, the force has engaged with partners to develop strategies to reduce major crime and provide alternative activities for vulnerable groups.
- In response to increasing organised crime activity involving the use of firearms from 2000 onwards, the force has engaged with partners to establish positive and productive links with youth offending teams, Victim Support, the probation service, Connections, CDRPs and the voluntary group Mothers Against Guns.

### **Work in progress**

- The force is taking forward the force organised crime mapping exercise with the regional intelligence unit. It is updating the threat and risk scores on a monthly basis in order to identify the effects of enforcement activity. This will highlight, over time, any reduction in the threat levels of OCGs.
- The force intelligence directorate is improving the quality of problem profiles in line with the improvement plan. This has already included a more robust approach to environmental scanning, to identify external emerging threats and trends. This work also includes identification of internal issues: for example, the increase in numbers of dangerous and sex offenders will obviously impact on resources needed to manage the associated increase in risk to communities.

### **Areas for improvement**

- None identified.

**Summary – The policy covering threats to life is fully accessible to staff and reasonably well understood and implemented. Examples of joint, regional, cross-border and multi-agency operations are abundant.**

**Strengths**

- The force has a documented threat-to-life policy and it makes regular use of both Osman and reverse Osman warnings. There is a clear understanding, and practical experience, of dealing with Osman warnings and managing threats to life, on the part of both BCU staff and homicide unit staff. The threat-to-life policy is available on the force intranet so that staff can refer to it when required.
- Force policies on managing threats to life and vulnerable witnesses set out management guidance for actions in relation to perceived and potential threats. All threats are recorded on the force intelligence system and an officer of at least the rank of inspector makes an initial assessment. The policy also identifies responsibility for and ownership of ongoing management of risks and threat.
- The risk assessment process includes:
  - assessment of threat;
  - analysis of risk;
  - probability of risk occurring;
  - prioritisation of risk;
  - control strategy (including specific control measures);
  - risk assessment post-control strategy; and
  - measures taken to monitor ongoing risk and risk management,
- Staff are aware of tactical options to disrupt and/or prevent risk.
- There are clear links between BCU tasking processes and force-level tasking processes; examples were provided to the inspection of potential critical incidents identified on a BCU involving threats to life, which were assessed and referred to the force tasking and co-ordination process. Resources were allocated and disruption tactics were employed to mitigate the threats.
- Operational inspectors all undertake critical incident management training as part of the inspectors' course. They have access to a range of manuals, policies and contingency plans through the intranet, and demonstrate a good understanding of the force threat-to-life policy.
- Operational inspectors can highlight tension indicators on the briefing and tasking system, which in turn informs community impact assessments and daily management meetings.
- There is active involvement with regional cross-border operations to disrupt major crime – for example, operations targeting an OCG that was stealing high-value vehicles and another engaged in cash-in-transit robberies.
- The homicide prevention strategy takes a multi-agency approach to lessons learnt from historical homicide investigations through the review process. It also analyses offences that might have resulted in a homicide but for the attendant circumstances or intervention (known as near-miss incidents).

### **Work in progress**

- The procedure for Osman warnings is contained in the force threat-to-life policy and seen, initially at least, as a BCU responsibility. However, there is no procedure for centrally monitoring or recording Osman warnings; the force is currently working on a system to make Osman warnings available on its intelligence system.

### **Areas for improvement**

- Demand management inspectors are often the initial point of contact for management of risk; however, they have not been provided with specific threats to life risk assessment training. This is essential if they are to carry out their role effectively and efficiently. These inspectors meet as a peer group to discuss common issues and identify good practice.

**Summary – The force has a witness protection capability that is supported by dedicated covert resources. The force operates a policy that is promulgated to, and understood by, dedicated staff only. The force is wholly collaborating with other forces and partners in this area.**

### **Strengths**

- The force witness protection unit is overseen by a detective chief superintendent and is part of the force intelligence directorate. The force provided the inspection with examples of considerable witness protection issues which have been managed effectively by the unit. It is clear that the force has put in place processes to manage and control risks relating to protected witnesses.
- Staff within the unit are management-vetted.
- The force has set out, through a standardised framework, the recording of decision making in the management of vulnerable witnesses. It uses a template through which threat and risk can be assessed and has provided a process map to demonstrate the referral process.
- The force takes the regional lead on the witness protection project, for which it is a Home Office demonstrator site. It produced good examples of the use of Osman warnings in a number of operations to manage potential threats to life.
- Staff did not all demonstrate to the inspection a comprehensive knowledge of the witness protection policy, but they were able to demonstrate how the issues link to the threat-to-life policy. If they identify a vulnerable witness they know how to access advice as required.

### **Work in progress**

- The ACC (crime) chairs a regional working party which aims to identify and agree standard procedures for witness protection.
- The force is aware that, because of the success it has achieved in this area of business, there has been an increased demand for services. It is therefore engaged with the four other forces in the region to develop the most cost-effective provision across the region that will satisfy the need for increased capacity.

### **Areas for improvement**

- None identified.

**Summary – The force has an adequate system to monitor the impact of preventative and enforcement activity. There is evidence that the broad range of community policing assets is partially used to help understand levels of harm in the community.**

### **Strengths**

- The chief executive of Nottingham City Council and the Chief Constable have led the Nottingham Stands Together project. This builds on the work of other programmes, such as the Supporting Communities initiative, which have helped communities engage in the response to gun crime. Nottingham Stands Together, co-ordinated by a superintendent, brings these and other initiatives together under a partnership framework which takes a proactive approach to guns, drugs, firearms and knife crime. The strategy aims include:
  - targeting those involved in gun and drug crime;
  - effective enforcement leading to arrests and seizure of firearms;
  - witness protection and public reassurance;
  - reducing the number of people involved in gun crime; and
  - partnership commitment to educational and employment opportunities, including diversionary activity and drug rehabilitation.

This work is in addition to operational activity to target drugs and firearms offenders.

- There is close liaison between the force and local authority partners, with community wardens being managed and deployed by Nottingham City Council to work on joint problem solving. Community wardens are part of safer neighbourhood teams and as such are tasked through the BCU briefing and tasking system to tackle issues such as anti-social behaviour.
- When regional partners plan operational activity there is an established practice by which officers engage with local BCU commanders, so that community impact assessments are completed before the operational activity commences. This ensures that BCU commanders are aware of potential community tensions that may follow investigative activity and can plan reassurance activities in advance.
- Safer neighbourhood team officers attend training sessions approximately every five weeks. As part of this training, the requirement to submit intelligence to assist in identifying community issues and areas of risk is explained. Officers have been trained to format and sanitise intelligence reports, and the force has introduced a qualitative assessment of intelligence reports submitted. Staff interviewed understood the concept of community intelligence and saw its collection as a core function. They provided examples of being tasked to gather intelligence and understood how this type of activity had been used successfully to dismantle OCGs.

### **Work in progress**

- None identified.

### **Areas for improvement**

- The force needs to develop additional indicators to measure harm in

communities, and must attain a better understanding of the effect of operational activity on reducing the identified level of harm.

- An example was given of safer neighbourhood team officers being tasked to conduct house-to-house enquiries. These officers have had little training in the correct use of the documentation and therefore, although their local knowledge was helpful, they were unable to carry out the role as efficiently as they could have done with better training.

**Summary – The inspection found evidence that the force always considers relevant professional standards issues in the operational planning for major crime work. There is a comprehensive security policy in use to ensure that staff are appropriately vetted commensurately with exposure.**

### **Strengths**

- Clear links are evident between the management of serious and organised crime and major crime and the work of the professional standards department (PSD). The force has a robust vetting procedure, with reviews every six months to establish whether there has been any change in an individual's circumstances. This process offers a proactive approach to the management of staff in sensitive posts.
- The vetting policy requires all posts where staff are exposed to operationally sensitive information to be subject to management vetting. This includes posts within the major crime and serious and organised crime units, although not exclusively.
- Examples were provided to the inspection of the withdrawal of vetting status from members of staff when risks were identified. Recommendations are made to the appropriate head of department and, after consultation, a decision is made as to whether the staff member can continue in their role or must have their duties altered accordingly.
- The force has carried out anti-corruption initiatives, including random drug and alcohol testing of staff in sensitive posts. Random testing was introduced only after an education and marketing campaign. The process is managed through the occupational health department, and posts subject to the procedure include firearms officers, advanced drivers, search officers and test purchase officers.
- A confidential reporting line is available for officers to contact the anti-corruption unit, and the unit works closely with neighbouring forces to provide additional capacity and capability when required.
- Officers have received briefings from the PSD about operational and information security. The force produced evidence of reminders about inappropriate associations and access to intelligence; payslips also include reminders about data protection issues.

### **Work in progress**

- None identified.

### **Areas for improvement**

- None identified.

## **Enforcement**

**Summary – Governance arrangements for major crime investigations are partially effective, with appropriate use made of IAGs and community membership of gold command support groups.**

### **Strengths**

- Effective processes to exercise governance are in place, via the PA performance scrutiny board (which meets monthly) and the quarterly performance committee. This ensures that PA members are kept up to date with force performance. In relation to level 2 operations, either the Chief Constable or the ACC (crime) meets the chair of the PA to give updates on confidential operations. The PA also requests updates on issues such as anti-corruption measures.
- PA members are aware of current, new and emerging risks within the FSA, and this awareness forms the basis on which performance in major crime is scrutinised, along with performance on BCUs. The PA was able to demonstrate to the inspection an awareness of new risks and challenges to the county posed by immigration, new and emerging communities and the M1 widening project. Members are also actively involved in liaison with the IAGs.
- The PA chair is involved in force gold groups, as and when required. When dealing with homicides involving OCGs, PA members are consulted to advise on reducing fear of crime in communities. Although not members of the gold group, other key individual network members are consulted to ensure that public confidence is monitored and that members of the public can assist in the investigation.
- The PA discharges its role of effective oversight of the budget through its treasurer, who is part of the financial review process. PA members are part of the best use of resources working group, and gave examples of the Chief Constable making a request to extend operational activity and secure additional funding, which was approved by the PA after a briefing.
- PA members are all vetted to at least a basic security level.

### **Work in progress**

- None identified.

### **Areas for improvement**

- None identified.

**Summary – The ACPO lead and the head of crime are fully trained and competent in the management of linked and series crime. These officers are supported by staff who have undergone comprehensive training in critical incident command, community impact assessments and policing in partnership.**

### **Strengths**

- The head of the homicide unit is a nationally accredited SIO and has completed the management of linked serious crime and kidnap and extortion courses. He also co-ordinates the cadre of hostage negotiators and is experienced in completion of community impact assessments for major crime incidents.
- The ACC (crime) is trained in the management of linked and series crime, has attended the serious crime, intelligence management, information technology and resources course and has experience of performing the role of officer in overall charge.
- The force has a number of staff with significant experience in critical incident command, community impact assessments and policing in partnership, some of whom are engaged in the Nottingham Stands Together project.

### **Work in progress**

- None identified.

### **Areas for improvement**

- Not all inspectors in the force control room have received critical incident command training, which is a significant omission.

**Summary – The force’s performance in the investigation of major crime is monitored through a regime that reviews each operation in terms of cost and outputs.**

**Strengths**

- The crime directorate produces a briefing for Focus (the force-level performance management meeting) on a monthly basis, containing data on 26 areas of performance, such as:
  - homicide information (including percentage of gold group meetings held on time, and percentage of cases in which an FLO is appointed);
  - the threat and risk matrix (recording numbers of staff on operations);
  - iQuanta comparisons (iQuanta is a web-based tool for policing performance information and analysis); and
  - financial investigation data (relating to confiscation and forfeiture).
- This data is monitored by the head of crime and the ACC (crime), and presented to the force Focus meeting (chaired by the DCC).
- The head of crime also carries out a fortnightly review of operations, which incorporates a financial forecast for each operation, as well as a review of ongoing activity. This activity enables resources and financial commitments to be understood and managed across the department.
- As soon as an operation commences the process of review is initiated. A review policy, compliant with ACPO guidelines, is in place and includes a 72-hour, seven-day or 28-day review.
- Each operation is also subject to a self-assessment after seven days, and the completed community impact assessment is used to identify any issues relating to operational activity.
- All major enquiries are debriefed at their conclusion and any lessons learnt are incorporated into training days. The force holds several SIO forums each year; guest speakers are invited to present on current advances in investigative tactics and techniques. All senior detectives (detective inspectors and above) are invited and the events assist with the continuous professional development element of professionalising the investigative process (PIP).
- Following the allocation of a serious and organised crime or major crime investigation at tasking and co-ordination, activity is reviewed through subsequent meetings. The ACC (crime) also visits major incident rooms to review major crime performance and scrutinise SIO policy books.

**Work in progress**

- An audit process has been introduced which examines operational costs and compares them to operational outputs and outcomes. The SIOs are held to account for results by the head of the serious and organised crime unit as part of the operational review process.

## **Areas for improvement**

- Although the above-mentioned audit process is a positive development, and work is carried out to review operational activity, there needs to be further development in this field to identify the effectiveness and cost-effectiveness of disruption and dismantling action so that this information can be fed back to improve organisational knowledge. This will need to involve more than a simple cost analysis of resources used.

## Performance management and resilience

**Summary – The inspection teams found a sufficient investigative capability in force to meet predictable major crime investigation demands; however, collaborative agreements with SOCA and EMSOU also exist and are deployed as appropriate. These arrangements are considered adequate/inadequate to counter normal and extraordinary levels of need. Force procedures to manage human resources provide extensive/partial/limited protection for the investigative capability.**

### Strengths

- The force has sufficient dedicated staff in the homicide unit (which investigates category A and B homicides), and 80 staff across the serious and organised crime unit sections. These staff manage the predictable demand, ensuring that there is no adverse impact as a result of abstraction BCUs.
- The investigation of category C homicides remains the responsibility of BCUs, although the homicide investigation unit does provide initial assistance to set up the major investigation room and the HOLMES account, and gives expert investigative support. The force reviews this arrangement regularly to identify the impact on investigative and BCU performance. The head of the force crime directorate and each BCU superintendent (operations) review, on a weekly basis, the number of BCU and departmental personnel attached to homicide investigations. The ACC (crime) also monitors BCU staff abstractions to homicide investigations.
- Force crime directorate and force intelligence directorate staff are trained by dedicated training officers, who provide regular corporate and specialist training.
- The force has identified roles for accreditation at PIP level 3. These roles total 26 posts, including BCU detective chief inspectors, the force crime directorate detective chief superintendent, superintendents, chief inspectors and inspectors, as well as staff within the PSD and the crash investigation unit.
- Police sergeants and police constable tutors are trained to tier 4, interview assessor level (120 are currently trained). All new constables receive PIP level 1 and 2 training.
- The force has sufficient trained kidnap and extortion SIOs and 26 SIOs working to PIP level 3 accreditation against the national occupational standard.
- A total of 13 staff are interview tier 3 trained.
- FLOs who are involved in major crime and serious and organised crime investigations receive enhanced training, to ensure that they have sufficient cultural awareness to deal with sensitive issues they may encounter when dealing with victims' families. The FLO register also contains details of specific areas of expertise and knowledge to help identify the most appropriate FLO to deal with a particular family; this information can take into account a range of diversity issues. FLOs are deployed appropriately and their welfare is managed through the FLO co-ordinator.

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- There are senior scene of crime officers (SOCOs) across the force, with an additional dedicated SOCO for level 2 investigations. All have completed the nationally accredited scene management and co-ordination course.
- All contact management centre inspectors are firearms silver commanders and together provide 24-hour cover; they take control of potential critical incidents until a formal gold/silver/bronze command structure can be implemented. This coverage is achieved through use of the call-out lists, available electronically.
- Operational inspectors and sergeants demonstrated to the inspection a good knowledge of the golden hour principles, with a regular debriefing occurring for the benefit of staff. Decision making is recorded and staff with specialist knowledge are available to ensure that crime scenes are well managed.
- The force gave examples of support provided to neighbouring forces, including the activation of overflow call-handling facilities (MIRWEB) to assist Leicestershire Constabulary in the investigation into the disappearance of Madeleine McCann.
- The crime directorate has conducted its own training needs analysis and has an associated annual training plan. It currently confirms that there are sufficient trained staff to deal with predictable demand in relation to major crime.
- Unexplained deaths are all referred to an investigative supervisor of inspector level. An initial assessment is made and the appropriate resources assigned. Demand management inspectors ensure that sufficient resources are assigned to tasks such as cordon control.
- Rape investigations are assigned to experienced investigators on BCUs, and victims have access to trained sexual offences liaison officers to provide appropriate support throughout the investigation.
- The force high-tech crime unit has engaged with tertiary educational establishments to recruit a degree student for part of their industrial placement year.

### **Work in progress**

- The force is training existing staff at PIP levels 1 and 2, in line with a proposal from the national PIP board. The force PIP project manager is managing this process as well as the workplace development team, which will in part support the PIP implementation process.

### **Areas for improvement**

- At the time of inspection the high-tech crime unit had a significant number of jobs outstanding. The force needs to address this backlog in a prioritised way, taking account of the potential associated risks. A plan has now been developed, and the issue has also been raised at the regional collaboration team as an area to be addressed at a regional level.

**Summary – Specialist and covert investigations are resourced through a robust infrastructure that is proven to be effective. Elements of test purchase and undercover operations are delivered through written collaborative agreements which are thoroughly tested. The inspection found evidence of proactive and reactive use of these assets across a widening range of offences.**

### **Strengths**

- The force has access to a comprehensive range of covert tactics and specialist services to tackle both serious and organised crime and major crime investigations. In addition to its own resources, it has effective relationships with EMSOU and SOCA, as well as regional forces. The force has also been able to provide support to its partners by loaning its own covert assets.
- Specialist resources are managed through the level 2 tasking and co-ordination process, although there is capacity to provide resources at short notice through the hot tasking process.
- Use is made of forensic support to identify precursor criminality and to develop forensic intelligence: for example, the department has an advanced capability in relation to vehicle examination and recovery of footwear marks, which are stored and searchable on a footwear mark database.
- The force has a dedicated surveillance capability, and is able to call on other law enforcement agencies and regional partners if this capability is tested by exceptional demand.
- The force has been subject to independent external audit, which provided evidence of compliance with the ACPO standards for covert policing and deployment of specialist tactics. The audit reports indicate good standards of authorisation, monitoring and quality control of covert investigations, as well as the lawful acquisition and use of communications data.
- Surveillance teams are available for operational deployment, and they can provide an armed surveillance capability if required. There is also a uniformed team available to carry out overt deployments on behalf of the serious and organised crime unit, so that officers carrying out covert work are not compromised. Staff are tasked through the TTGC process and trained to perform their roles. They are all subject to security vetting.
- The force has DSHUs on each BCU and a level 2 unit within the headquarters intelligence directorate. Staff involved in source handling are trained to the appropriate national standard and at level 2 there is a dedicated controller.
- The force has a level 2 DSHU, in addition to level 1 units on BCUs. The level 2 DSHU links directly with the East Midlands special operations confidential unit. This ensures that intelligence and tasking are used to maximise the effectiveness of major crime investigations.

**Work in progress**

- None identified.

**Areas for improvement**

- None identified.

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**Summary – The force has a full-time and dedicated case review team that is generally deployed when current and historical major crime cases are reviewed, in accordance with ACPO guidance. Case review work is efficient. (Refers to impact on cases.)**

### **Strengths**

- The crime directorate has conducted its own training needs analysis and has an associated annual training plan, in which it currently identifies that there are sufficient trained staff to deal with predictable demand in relation to major crime.
- The force has its own major crime review unit of sufficient staff. In compliance with MIRSAP, it has commissioned an external review by Essex Police of the investigation of a missing person with suspected links to a detected murder. The head of the force crime directorate has commissioned reviews of cold cases, with recent cases reviewed including a number of historical rape enquiries. The reviews have been able to utilise advances in the use of familial DNA to obtain some detections.
- The force has invested heavily in road deaths investigation, with a unit consisting of a detective inspector, two detective sergeants and ten detective constables. All officers (including the SIO) are PIP-trained and accredited to the same level as their peers in the homicide unit. This experienced team can also undertake other investigations, such as corporate manslaughter cases, if tasked through a tasking and co-ordination process.

### **Work in progress**

- None identified.

### **Areas for improvement**

- None identified.

**Summary – The inspection found evidence that the force is predominantly compliant with the relevant ACPO standards of the MIM and MIRSAP.**

**Strengths**

- The force is compliant with both the MIM and MIRSAP; the homicide unit is managed by an appropriately experienced SIO and supervisors, who make sure that processes are compliant.
- As part of the homicide review process, compliance with the MIM and MIRSAP are commented upon within the review document. Recommendations and good practice are identified in relation to compliance with the ACPO standard.
- Following the allocation of a serious and organised crime or major crime investigation as a result of tasking and co-ordination, activity is reviewed through subsequent meetings. The ACC (crime) also visits major incident rooms to review major crime performance and scrutinise SIO policy books.
- Policy files are maintained, with use of separate policy files for sensitive decision making.

**Work in progress**

- None identified.

**Areas for improvement**

- None identified.

## Appendix 1: Glossary of Terms and Abbreviations

### A

|      |                                      |
|------|--------------------------------------|
| ACC  | assistant chief constable            |
| ACPO | Association of Chief Police Officers |
| ANPR | automatic number plate recognition   |

### B

|     |                    |
|-----|--------------------|
| BCU | basic command unit |
|-----|--------------------|

### C

|      |  |
|------|--|
| CDD  | corporate development department         |
| CDRP | crime and disorder reduction partnership |
| CPS  | Crown Prosecution Service                |

### D

|      |                                |
|------|--------------------------------|
| DCC  | deputy chief constable         |
| DSHU | dedicated source-handling unit |

### E

|       |                                       |
|-------|---------------------------------------|
| EMSOU | East Midlands special operations unit |
|-------|---------------------------------------|

### F

|     |                            |
|-----|----------------------------|
| FIB | force intelligence bureau  |
| FLO | family liaison officer     |
| FSA | force strategic assessment |

### G

|      |   |
|------|---|
| GOEM | Government Office for the East Midlands |
|------|---|

**H**

|        |  |
|--------|--|
| HMI    | Her Majesty's Inspector                    |
| HMIC   | Her Majesty's Inspectorate of Constabulary |
| HOLMES | Home Office Large Major Enquiry System     |
| HQ     | headquarters                               |
| HR     | human resources                            |

**I**

|     |                            |
|-----|----------------------------|
| IAG | independent advisory group |
| IT  | information technology     |

**L**

|     |                      |
|-----|----------------------|
| LAA | local area agreement |
| LAC | local area command   |

**M**

|        |  |
|--------|--|
| MAPPA  | multi-agency public protection arrangements            |
| MIM    | <i>Murder Investigation Manual</i>                     |
| MIRSAP | major incident room standard administrative procedures |
| MoPI   | management of police information                       |

**N**

|       |  |
|-------|--|
| NCF   | National Crime Faculty                     |
| NIM   | National Intelligence Model                |
| NPIA  | National Policing Improvement Agency       |
| NPSAT | National Protective Services Analysis Tool |

**O**

|     |                       |
|-----|-----------------------|
| OCG | organised crime group |
|-----|-----------------------|

**P**

|      |   |
|------|---|
| PA   | police authority                            |
| PIP  | professionalising the investigative process |
| PNC  | Police National Computer                    |
| PSD  | professional standards department           |
| PSNI | Police Service of Northern Ireland          |

**R**

|      |  |
|------|--|
| RIU  | regional intelligence unit               |
| RTCG | regional tasking and co-ordination group |

**S**

|      |                                 |
|------|---------------------------------|
| SIO  | senior investigating officer    |
| SOCA | Serious Organised Crime Agency  |
| SOCO | scene of crime officer          |
| SPI  | statutory performance indicator |

**T**

|      |  |
|------|--|
| TCG  | tasking and co-ordination group          |
| TTCG | tactical tasking and co-ordination group |

## Appendix 2: Developing Practice

|  |
|--|
| <p><b>INSPECTION AREA:</b></p> <p>Tackling serious and organised crime and major crime investigation</p>   |
| <p><b>TITLE:</b></p> <p>Development of Nottinghamshire sexual assault referral centre (SARC)</p>   |
| <p><b>PROBLEM:</b></p> <p>In support of the force's citizen-focused policing approach and the ACPO Rape Action Plan, it was important to develop a well-equipped, forensically clean facility of a high standard, with 24/7 availability, providing quick-time support for victims of rape and serious sexual assault. Research has shown that early evidence gathering and victim support are key factors in successful prosecution. Existing victim suites lacked robust cleaning regimes and only (subsequent) limited support was available to victims.</p>  |
| <p><b>SOLUTION:</b></p> <p>Agreement was reached between the force, PCTs and local voluntary support groups to provide a 24/7 one-stop facility. On arrival, victims would be provided with independent support from a crisis worker, receive a joint forensic and sexual health examination and be supported by an independent sexual violence adviser and counselling sessions, including during the investigative process.</p> <p>As a result of funding being secured from the Home Office, the police, the NHS and local authority a dedicated and well-equipped centre offering support to both victims and officers has been commissioned and has recently opened. A case-tracking database has been developed to provide a clearer picture of rape investigations and attrition rates.</p> <p>The equipment used to secure early evidence includes early evidence kits, colposcopes and digital cameras, and the examination areas are forensically cleaned immediately after use. Dedicated SARC staff manage victims' pathways to health and support services.</p> <p>Policing for you by working in partnership to protect and reassure through a visible and accessible service that is flexible and responsive to community and individual needs.</p> |
| <p><b>OUTCOMES:</b></p> <ul style="list-style-type: none"> <li>• Early evidence gathering in a forensically clean environment.</li> <li>• Early support for victims from report to court.</li> <li>• Encouraging more victims to come forward, to address the issue of under-reporting and so tackle the problem better.</li> <li>• Improved detection/conviction rate of perpetrators of this type of serious crime.</li> </ul>   |
| <p><b>FORCE CONTACT:</b></p> <p>Detective Inspector Mark Flavell, Crime Policy Unit. Tel. 07990 778142 x 1480</p>  |

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**INSPECTION AREA:**

Tackling serious and organised criminality and major crime investigation

**TITLE:**

Covert authorities bureau – internal inspection regime of DSHUs and level 1 and level 2 surveillance authorities

**PROBLEM:**

To ensure that appropriate and effective processes and working practices are evident in relation to the Regulation of Investigatory Powers Act 2000 (RIPA), codes of practice and ACPO manuals of guidance and to ensure that investigations are carried out in accordance with surveillance authority.

**SOLUTION:**

The force introduced an audit template regime for covert human intelligence sources and this was inspected against a template. Following this audit, a report was prepared with appropriate comments by the force authorising officer. Reports, containing recommendations for action, were sent via the ACC (crime) to BCU commanders and heads of department. In addition, generic issues across DSHUs were discussed at the force controllers' meeting, chaired by the force authorising officer. A BCU surveillance gatekeepers' meeting was also held to discuss generic surveillance issues.

DHSUs are inspected once a year, and BCU and level 2 surveillance authorities twice a year – the covert aspect of an investigation is inspected against the surveillance authority.

**OUTCOMES:**

- Greater corporacy around standards.
- Better understanding of RIPA requirements throughout the force.
- Integrity of practice ensured.
- Good practice noted by the Office of the Surveillance Commissioners,

**FORCE CONTACT:**

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