



Nottinghamshire

**POLICE & CRIME COMMISSIONER**



Ref 5974/16

5 September 2016

Dear

**Re: Request under the Freedom of Information Act 2000 (FOIA)**

Thank you for your request for information, which was received by the Nottinghamshire Office of the Police and Crime Commissioner on 8 August 2016.

**INFORMATION REQUESTED**

1. When did Notts. Police consult with or inform the PCC of the proposed new structure of the force (with the city division being disbanded?). Please state whether the communication was verbal or in writing. If written, please provide a copy of the relevant information. If verbal, and there is no written record please state this clearly.
2. If Notts. Police consulted with or informed the PCC of the proposed new structure of the force, what was the PCC's view and how was that represented to the Police? If represented in writing, please provide a copy of the relevant information. If done verbally and there is no written record, please state this clearly.  
If the PCC was not consulted with or informed by Notts. Police, please state this clearly.
3. What is the PCC's view of the new structure? Did the PCC communicate its view of the proposed new arrangements to Notts. Police or any other organisation?  
Please state whether the communication was verbal or in writing. If written, please provide a copy of the relevant document(s). If verbal, and there is no written record please state this clearly.  
If the PCC has not expressed its view to any organisation, please state this clearly.

**RESPONSE**

Under S 1 (1) (a) of the Freedom of Information Act 2000 (FOIA), I can confirm that the Nottinghamshire Office of the Police and Crime Commissioner does hold the information you have requested.

Please find below answers to your questions:-

1. The Police and Crime Commissioner was consulted in January 2014 as part of the Designing the Future Programme by way of presentation attached.



Target Operating  
Model version for pa

continued.....

**The Nottinghamshire Office of the Police and Crime Commissioner**

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2&3 The Police and Crime Commissioner has consistently in his communication to the media, Partner organisations and to the Police and Crime Panel made it clear that the operational structure of the force is a matter for the Chief Constable as determined by the Policing Protocol Order 2011.

I would like to take this opportunity to thank you for your interest in the Nottinghamshire Office of the Police and Crime Commissioner.

Should you have any further enquiries concerning this matter, please write or contact the Freedom of Information Officer on telephone number 101 Ext 801 2008 or e-mail [nopcc@nottinghamshire.pnn.police.uk](mailto:nopcc@nottinghamshire.pnn.police.uk).

Yours sincerely

A handwritten signature in black ink, appearing to read 'L Gilmour', written in a cursive style.

**Lisa Gilmour**  
**Business Support Manager**  
**Nottinghamshire Office of the Police and Crime Commissioner**



# Designing the Future Target Operating Model

# Financial plan impact



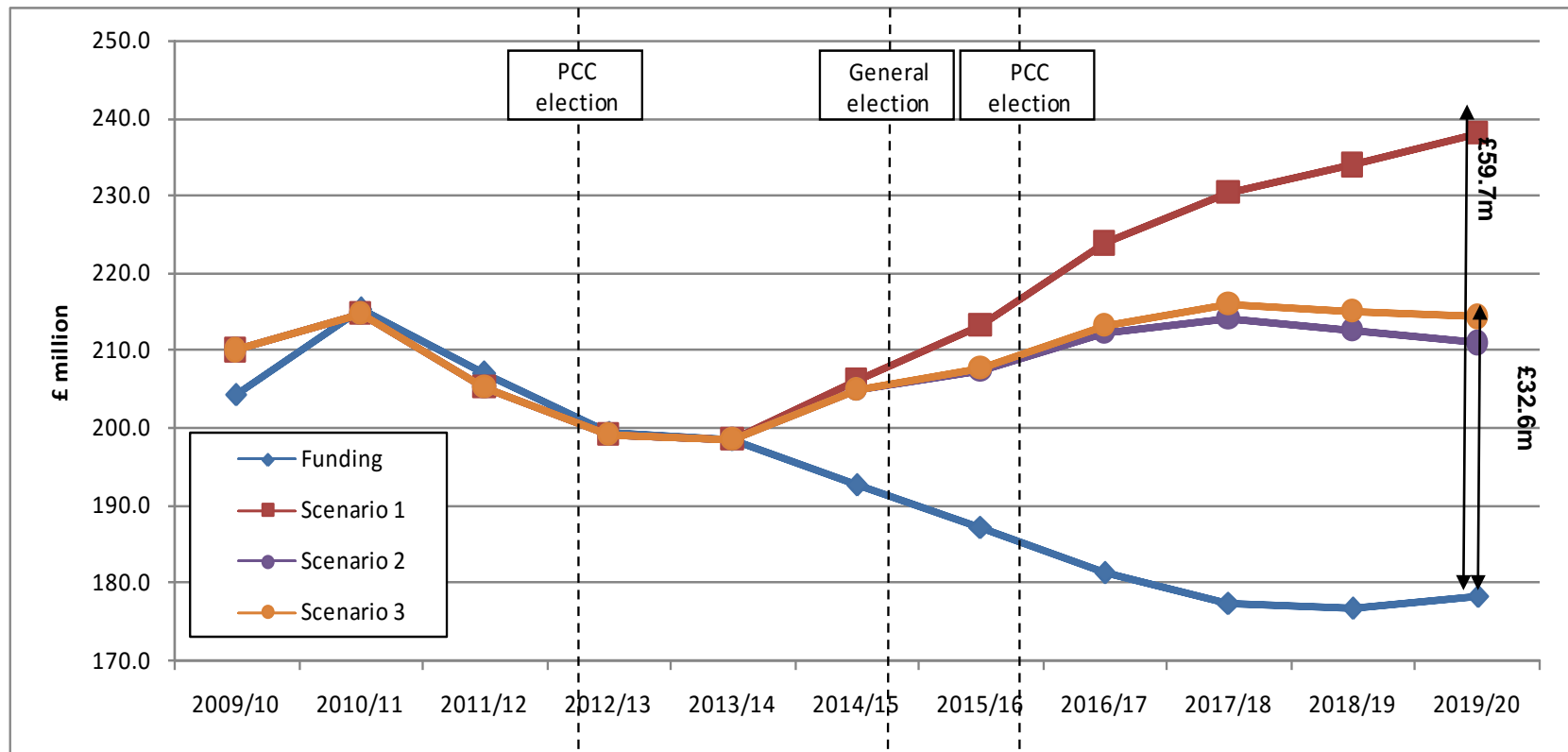
- The overall deficit is circa £13.6 million (Scenario 1) in 2014/15 and grows throughout the plan period as funding declines
- Beyond 2014/15, we will need to clarify the future year impacts of TOM and confirm with the PCC an acceptable workforce plan

	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20
<b>ESTIMATED TOTAL FUNDING (£ million)</b>	192.8	187.2	181.5	177.6	176.8	178.5
% change year-on-year	-3.6%	-2.9%	-3.1%	-2.1%	-0.4%	0.9%
<b>Potential surplus / (deficit) for each scenario</b>						
Scenario 1 - existing workforce plan	(13.6)	(26.0)	(42.5)	(52.9)	(57.2)	(59.7)
Scenario 2 - switch off recruitment after current commitments	(12.4)	(20.2)	(30.9)	(36.7)	(35.9)	(32.6)
Scenario 3 - complete current commitments then 1 cohort per year	(12.4)	(20.6)	(32.0)	(38.5)	(38.4)	(36.0)
<b>Reduction in FTE's required to balance budget</b>						
Scenario 1 - existing workforce plan	(329.5)	(623.7)	(1,007.9)	(1,243.6)	(1,331.3)	(1,376.2)
Scenario 2 - switch off recruitment after current commitments	(299.8)	(485.3)	(733.5)	(862.4)	(834.7)	(752.2)
Scenario 3 - complete current commitments then 1 cohort per year	(299.8)	(494.8)	(759.0)	(904.2)	(893.4)	(829.5)

# Financials – all scenarios



- Funding deficit ranges from circa £33 million to £60 million by 2019/20



# Revenue Savings Opportunities



	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	Total
<b>Current Efficiencies</b>	7.5	1.1	0.3	0.3	-	-	<b>9.2</b>
<b>Collaboration – Additional savings</b>	0.1	0.3	0.2	-	-	-	<b>0.6</b>
<b>Collaboration - CS</b>	-	3.2	0.2	0.2	-	-	<b>3.6</b>
<b>Collaboration - OS</b>	0.2	0.7	0.7	-	-	-	<b>1.6</b>
<b>Collaboration - CJ</b>	-	-	1.7	-	-	-	<b>1.7</b>
<b>Local policing re-design</b>	2.5	2.6	5.8	3.5	0.6	0.6	<b>15.6</b>
<b>Systems Thinking</b>	0.5	1.5	2.5	2.5	1.5	1.5	<b>10.0</b>
<b>Regional ICT</b>	1.0	1.0	1.0	1.7	1.8	1.8	<b>8.3</b>
<b>Partners</b>	?	?	?	?	?	?	<b>?</b>
<b>TOTAL</b>	<b>11.8</b>	<b>10.4</b>	<b>12.4</b>	<b>8.2</b>	<b>3.9</b>	<b>3.9</b>	<b>50.6</b>

# Force Vision



Vision

**To be the best performing police force in England and Wales**

We will know if we have done it

We are consistently ranked amongst the top 10 forces in England and Wales for reducing crime and antisocial behaviour

We consistently demonstrate that we are managing our resources within the constraints of our budget, without adverse impact on the sustainability of our performance or levels of satisfaction with the quality of our service

We are consistently ranked amongst the top 5 police forces in England and Wales for victim satisfaction

Goals

**To cut crime and keep you safe**

**To spend your money wisely**

**To earn your trust and confidence**

Strategic Enablers

**Public** - continually improving our service by putting the needs of our diverse communities at the heart of what we do

**Performance** - continually improving our performance on the issues that matter most to our communities

**Partners** - working with other organisations and communities to provide the very best service to our communities

**People** - maximising the potential of our workforce for the benefit of the public through positive leadership in every role

**Productivity** - continually improving the efficiency and effectiveness of our people and processes

Our Values

Professional

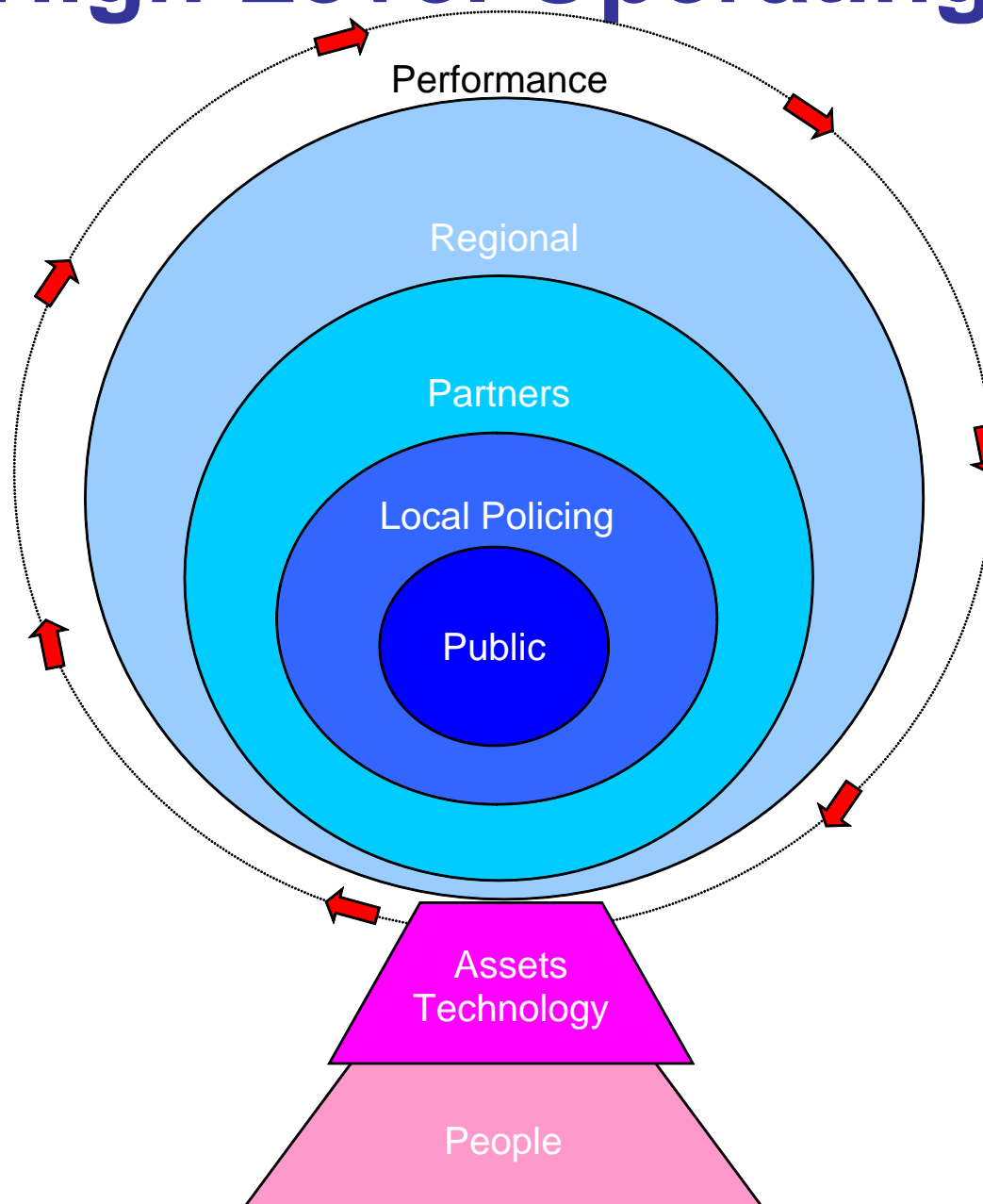
Respect for all

One team

Utmost integrity, trust and honesty

Doing it differently

# High Level Operating Model



**Performance:** continually improving our performance on the issues that matter most to our communities

**Regional :** all things that do not have to be delivered locally including corporate services, operational support, crime and justice.

**Partners -** working with other organisations and communities to provide the very best service to our communities

**Local Policing:** includes investigation, response, intelligence, neighbourhood policing

**Public -** continually improving our service by putting the needs of our diverse communities at the heart of what we do

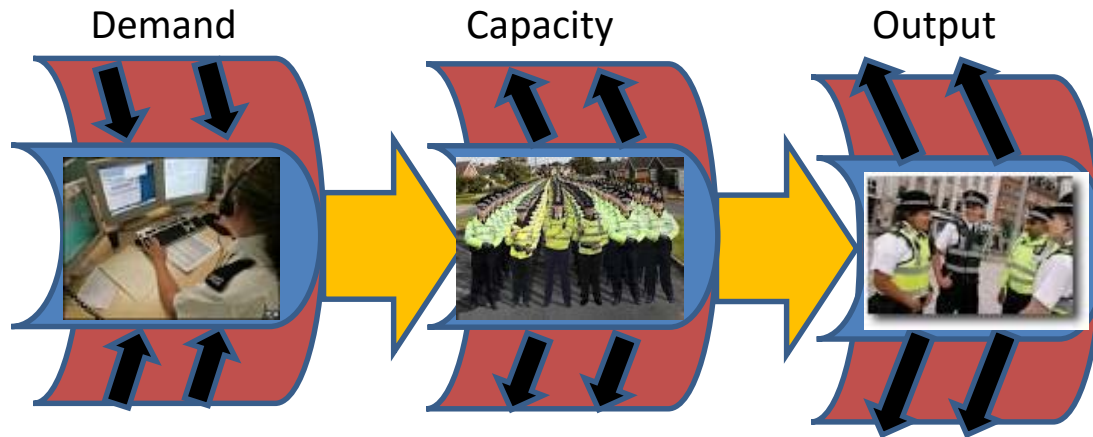
**Assets & Technology -** fleet, estate and IT that enables our operating model

**People -** maximising the potential of our workforce for the benefit of the public through positive leadership in every role

**Our operating model is multi layered putting the public at the heart and supported by the best resources**



# Force Approach to Change



## Reduce demand where possible

- Prevention with partners
- 1<sup>st</sup> point of contact resolution
- Different ways of engaging with public

## Maximise capacity

- Invest in IT
- Systems thinking
- Increase productivity
- Workforce mix
- Empowered workforce
- Collaboration
- Partner engagement

## Outputs

- Maintaining Performance
- Improving victim experience
- Integrated partnership working
- Improved morale
- Save the money!

# Guiding principles



- **The public needs come first and service is paramount**
- **We need to do all that we can with partners**
- **We will not be constrained by the past but we will take the best bits of what we already do**
- **It will be developed by our people**
- **Prevent is first**
- **We will invest resources in places of highest impact**
- **We need to be embedded in our communities**



# Systems Thinking



# The Approach

- 300 of our people involved in design
- 67 champions
- All of areas of the organisation have participated in the check phase.
- Commencing citizen and partner participation in the new year
- HMIC have been very supportive of the approach.



# Outcomes to date

- 12 projects underway
- The Force have a clear engagement plan “pushed” through dedicated web pages and briefings
- Staff and officers are aware of the Designing the Future and expectations are high (HMIC)
- Proactive engagement and calibration with other Forces adopting the same approach





# Partners



# Partners

- City Council - £62m reduction by 2016/17 on a £318m budget
- County Council - £154m reduction by 2016/2017 from £634m budget
- NHS Nottingham City Clinical Commissioning Group – 2.3% budget increase.



# County Council - Pressures



- Demand for vital care services, including support for vulnerable adults and children in the community, will increase by £37m over the next three years (10% increase). This is in addition to £36m of reinvestment in services in 2013/14.
- Total Government grants have reduced from £274m in 2011/12 to £255m in 2012/2013, with estimates of a further £79m in reductions to income over the next three years.
- An additional £23m of pressures due to inflation.
- Temporary funding of £15m will end after 2013/14.

# Nottingham City Council



# Working in Partnership



- This is already happening in some areas – e.g. MASH, Project Aurora, shared estates.
- Need to assess where services are best collaborated – Regional Forces v Local Partners
- Nottinghamshire Chief Executives Group
- Public Sector Budget Challenges Sharing Group – exploring areas for collaboration, areas for joint lobbying and understanding the impact of government changes on the City.



# Risk Assessment

# Risk Assessment

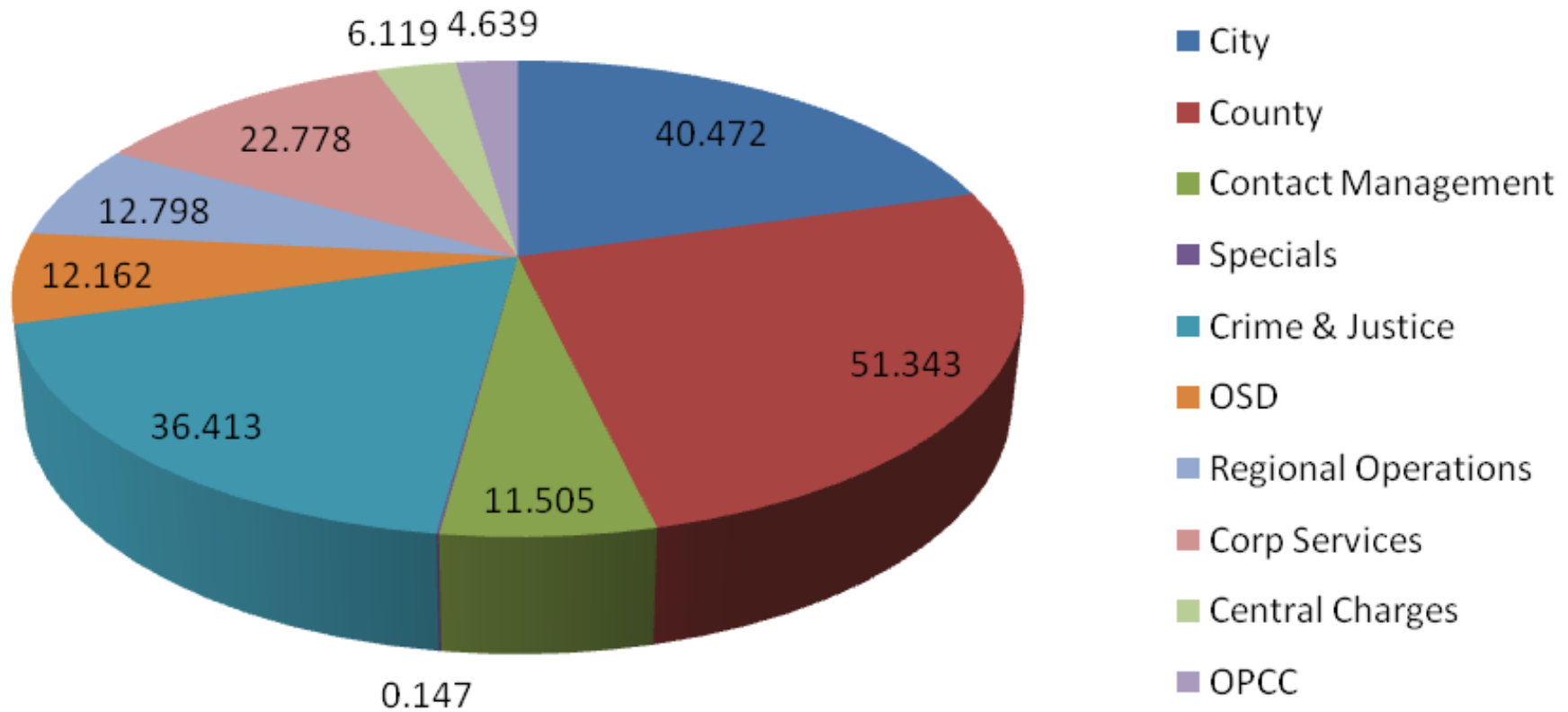


<b>Risk</b>	<b>No of Functions</b>	<b>Officer numbers</b>	<b>Staff Numbers</b>	<b>Total Cost £k</b>
Very High	10	912	294	60,631
High	30	793	682	67,066
Medium	14	186	39	11,839
Low	82	216	608	31,310



# The Shape of Nottinghamshire Police

# Where the Money is spent (£m)

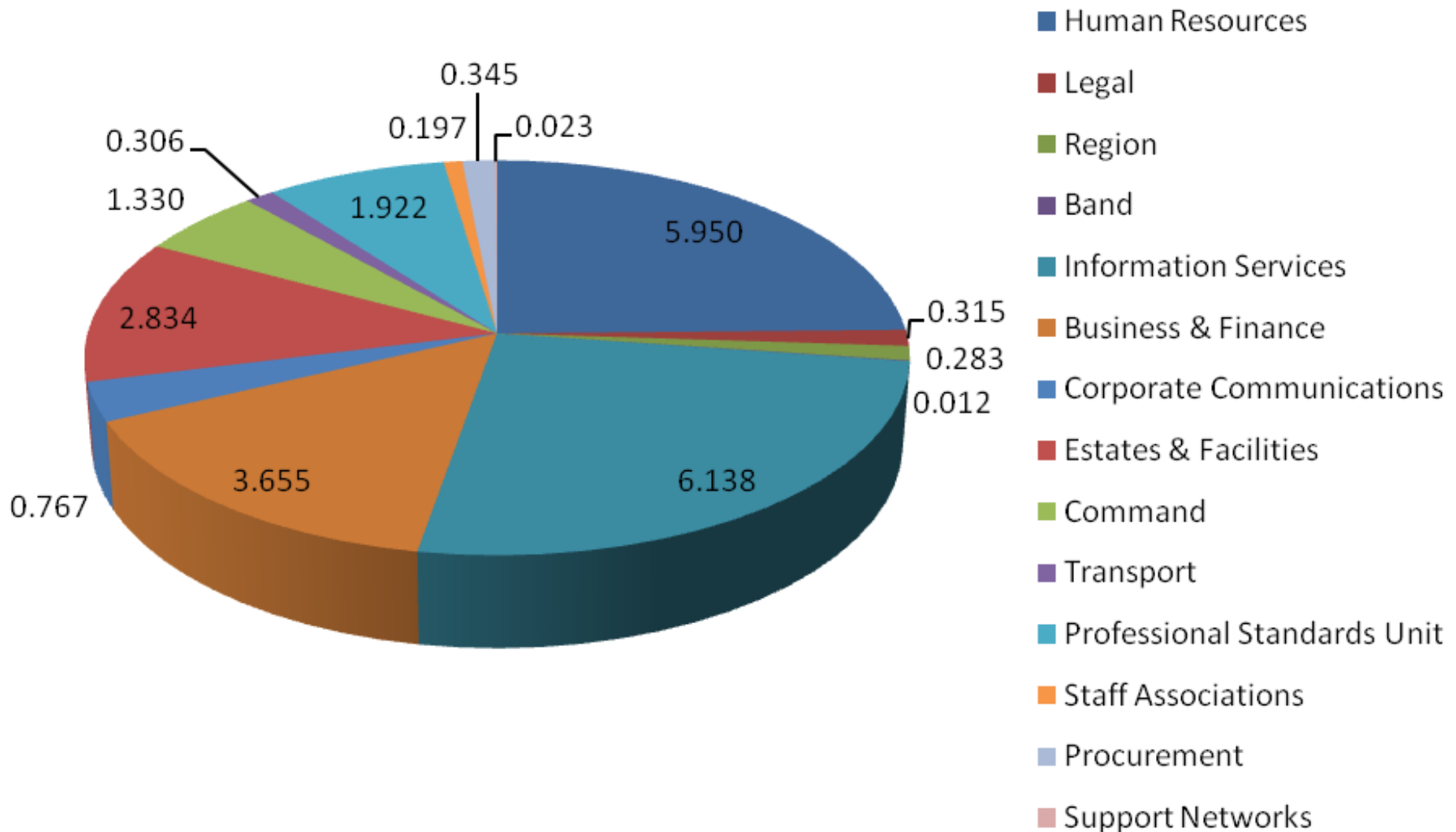




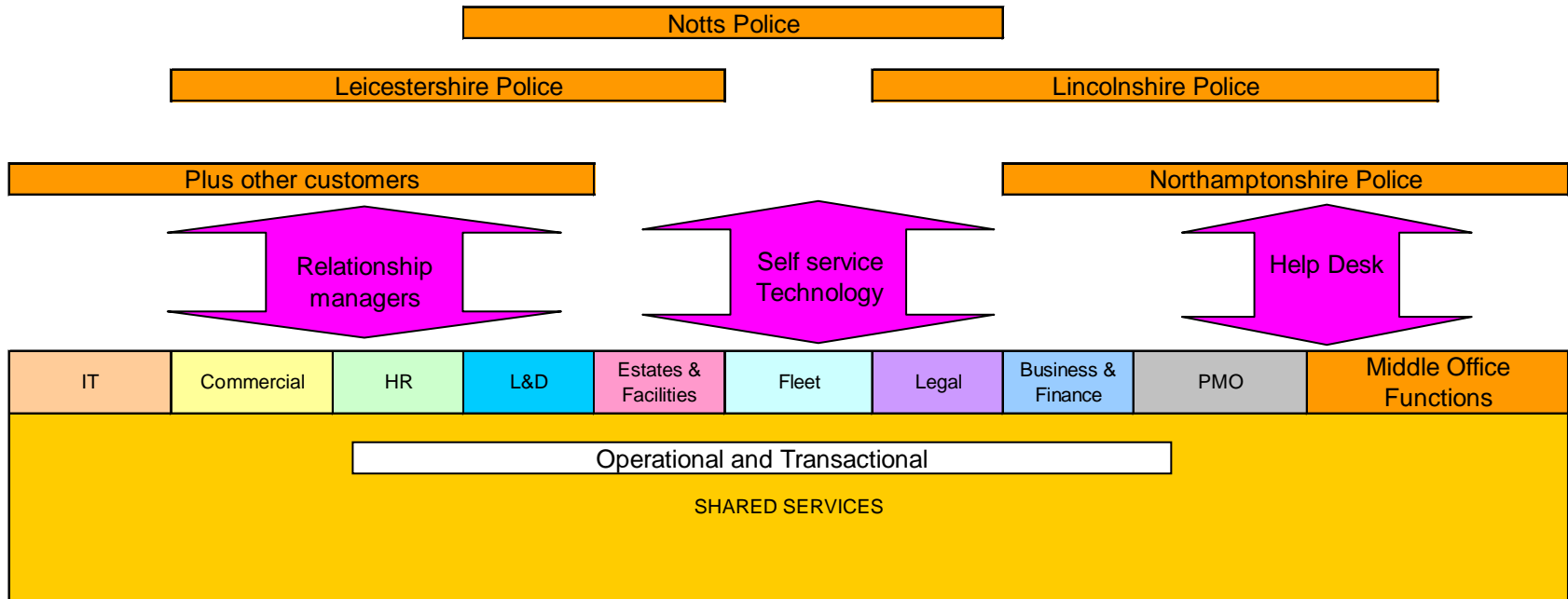
# Corporate Services



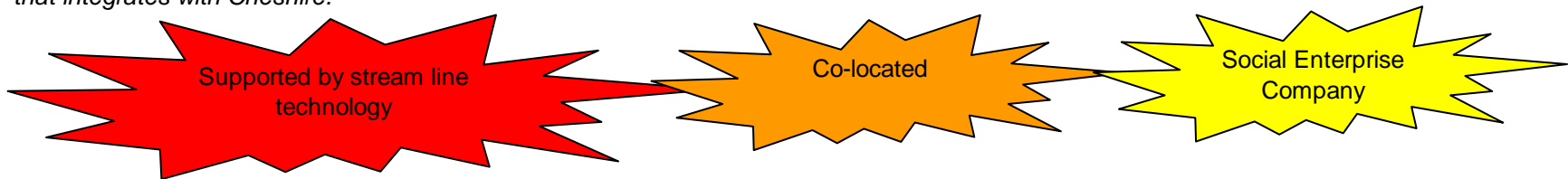
# Where the Money is spent (£m)



# East Midlands Business Support Unit



*Note: Transactional Centre could be delivered by Cheshire, while the rest of the unit is delivered in the East Midlands with technology that integrates with Cheshire.*



An East Midlands Business Support Unit could be established that provides strategic, operational and transactional services across a range of back and middle office functions. Forces then chose the service they wish to receive from the unit.

# Advantages



- Achieves good cost savings - 40-50%
- Aligns to one force mentality
- Gives forces options regarding the service they would like from the unit
- Streamline service for the customer
- Enables growth by adding customers on
- SLA in place – clear management by outcomes
- More flexible / pacey way of working
- Enables forces to focus on policing
- Could own the property and the contracts
- Enables the organisation to break away from public sector bureaucracy e.g. PSC
- Police to police service

**This is however significant change and would need very careful management.**



# Operational Support

# Operational Support

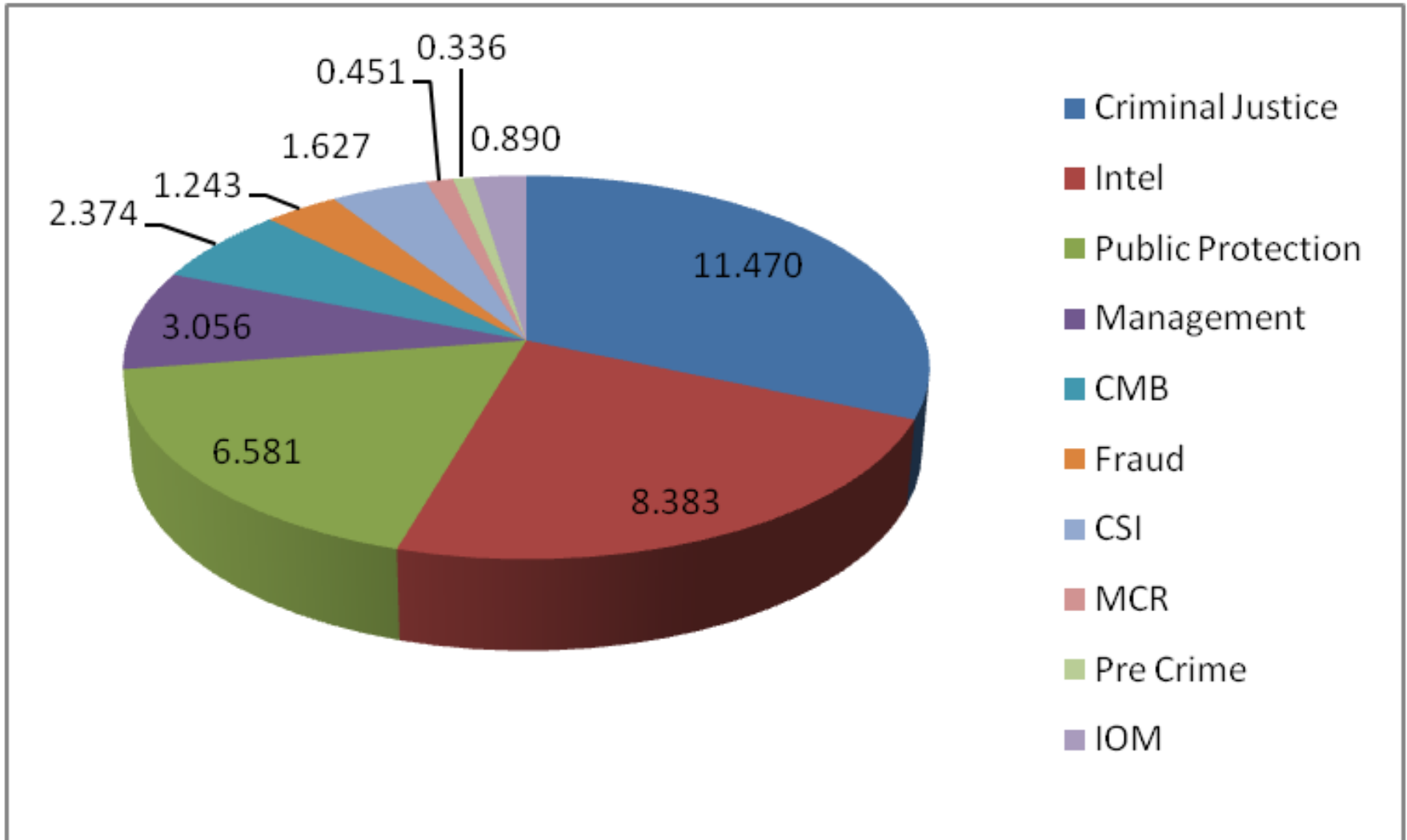


- Consists of TSG, OSG, Emergency and Operational Planning and Road Casualty reduction team
- Approximately £12m of cost
- Regional plans to rationalise hierarchy to a regional whilst maintaining local presence
- Initial savings will be £0.17m for the Force. Future saving could release a further £1.4m.
- Further opportunities will be identified through the risk assessment and systems thinking and work will be integrated with local policing.



# Crime and Justice

# Where the Money is spent (£m)



# Crime & Justice



- Intelligence, IOM and Public Protection have just completed an internal reviews to improve outcomes and reduce cost.
- Criminal Justice is part of a regional project that will deliver approximately £1.7m of savings.
- Pre-crime is being reviewed as part of the Prevent programme.
- Fraud and Financial Investigations are being assessed to the merits of bringing some elements of the service back into Force.



# Crime & Justice



- CSI is being reviewed under the Forensics Collaboration Board.
- Further opportunities will be identified through the risk assessment and systems thinking and will be integrated with local policing.
- Systems thinking will also be used to mitigate risk as regional transition takes place.



# TARGET OPERATING MODEL

## LOCAL POLICING OPTIONS

# IN SCOPE



- BCU/Command Structure
- Reducing Demand at First Point of Contact
- Response
- Criminal Investigation
- Neighbourhood Policing
- Key interdependencies

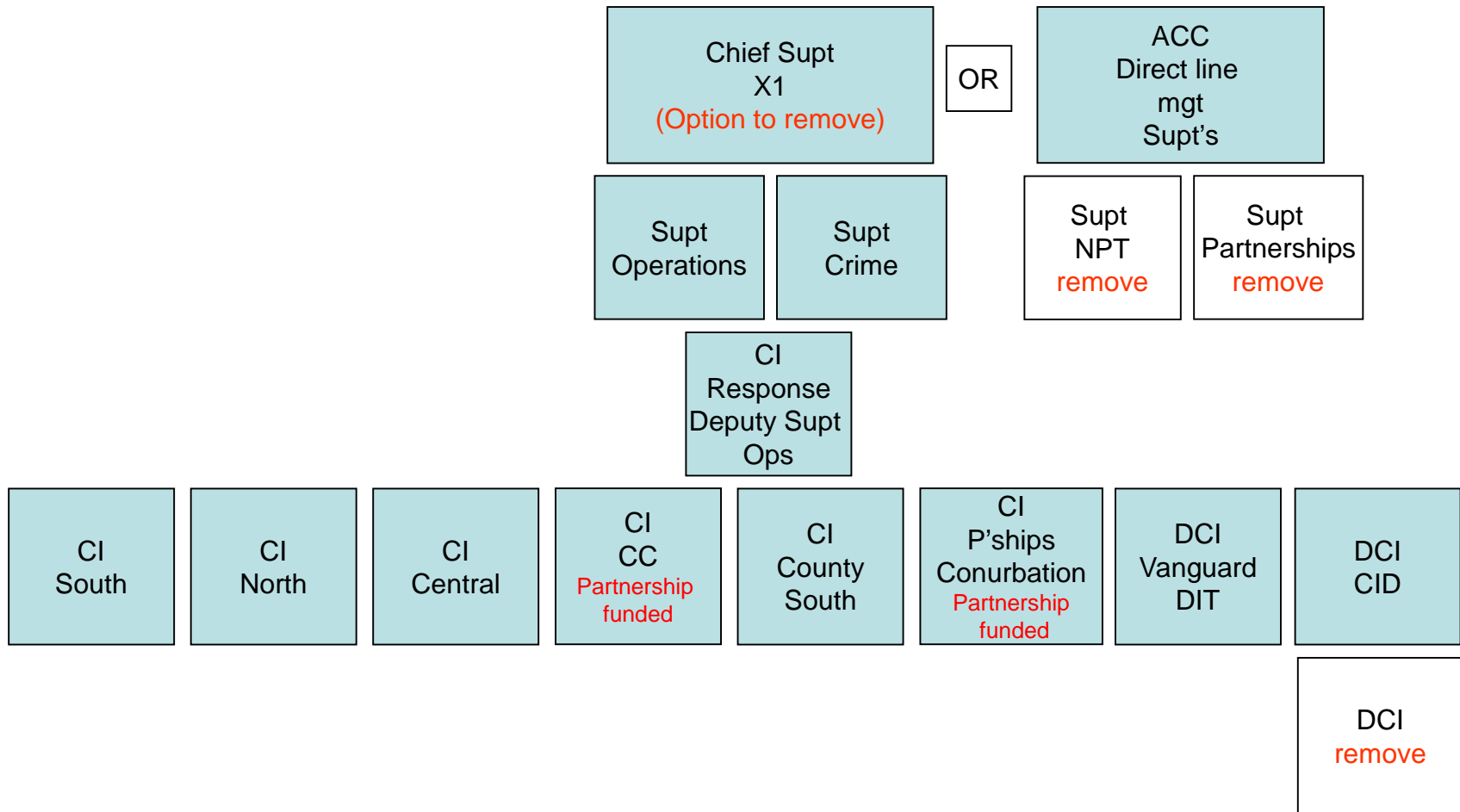
# BCU/COMMAND STRUCTURE OPTIONS



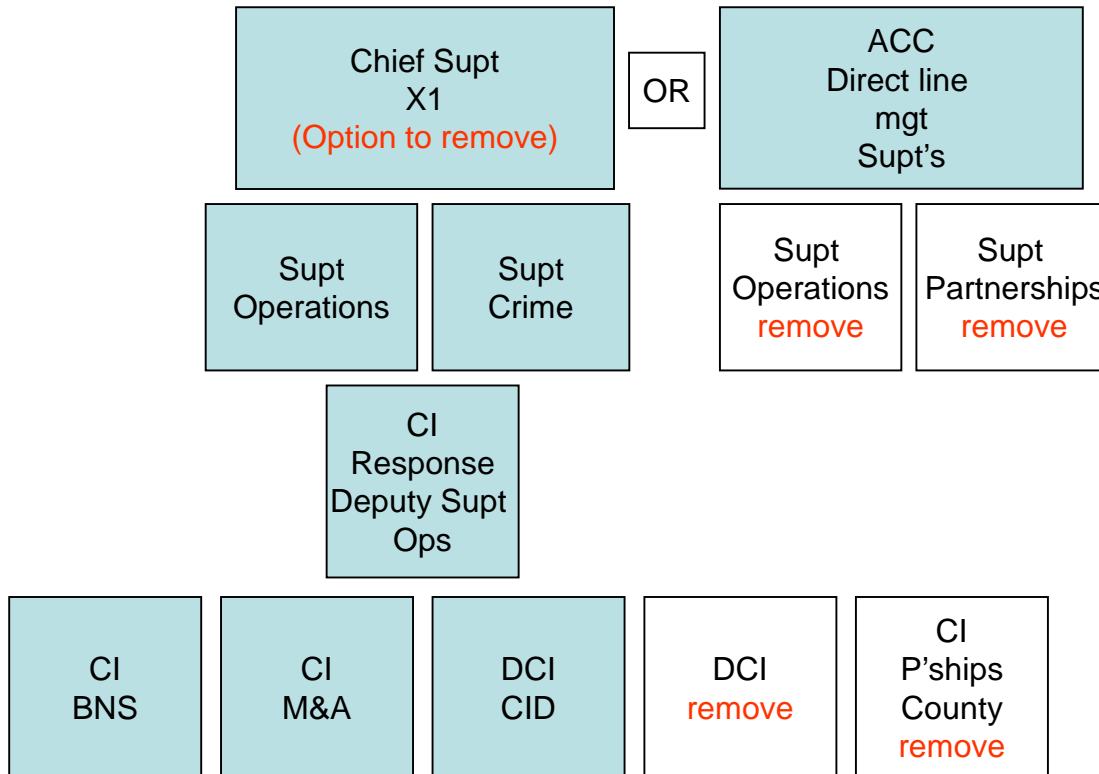
- Status Quo
- One Division
- Two Divisions (North and South)
- Thematic V Geographic

# 'NOTTINGHAMSHIRE SOUTH'

## (Previously South Notts and City)



# 'NOTTINGHAMSHIRE NORTH' (Previously County minus South Notts)

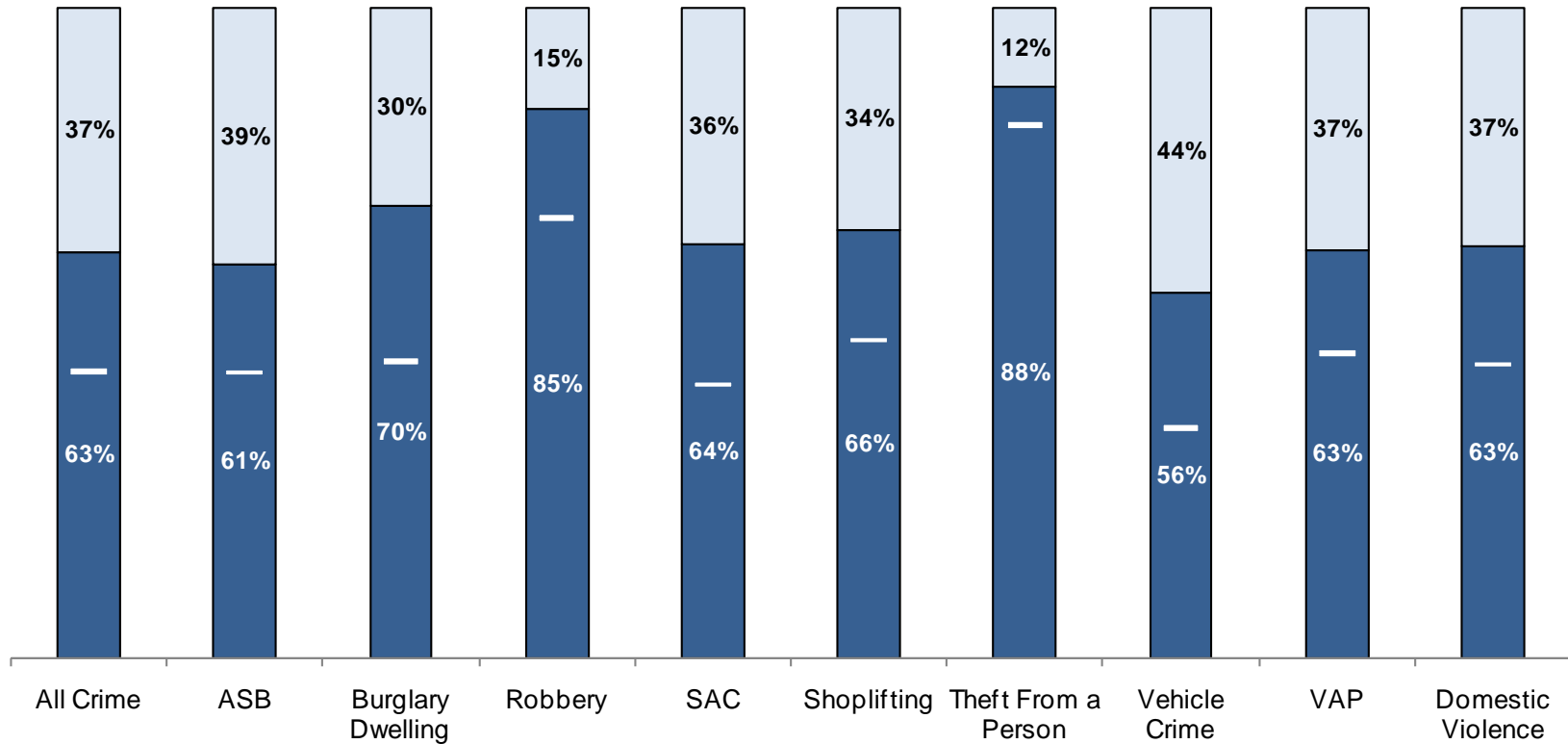


# New Crime & ASB Proportions

(Against Force total)



■ Nottinghamshire South □ Nottinghamshire North — Old Structure Split



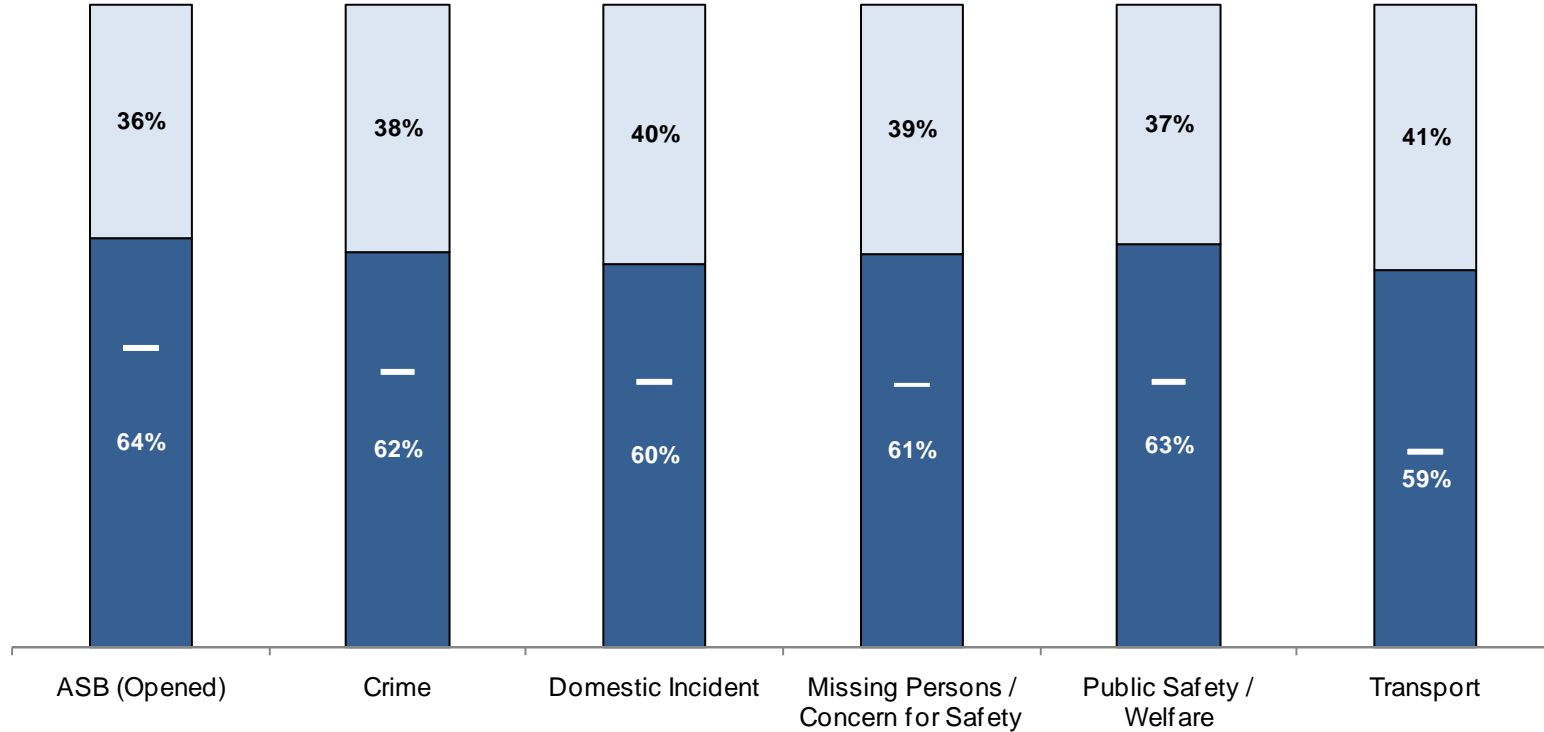
BCU	Structure	All Crime	ASB	Burglary	Robbery	SAC	Shoplifting	Theft FaP	Vehicle	VAP	DV
Nottinghamshire South	Old	44%	44%	45%	68%	42%	49%	82%	35%	47%	45%
	New	63%	61%	70%	85%	64%	66%	88%	56%	63%	63%
Nottinghamshire North	Old	56%	56%	55%	32%	58%	51%	18%	65%	53%	55%
	New	37%	39%	30%	15%	36%	34%	12%	44%	37%	37%

# New Incident Type Proportions

(Against Force total)



■ Nottinghamshire South □ Nottinghamshire North — Old Structure Split



BCU	Structure	ASB	Crime	Domestic Incident	MISPER / Public Safety Concern / Welfare	Transport
Nottinghamshire South	Old	47%	43%	41%	41%	30%
	New	64%	62%	60%	61%	59%
Nottinghamshire North	Old	53%	57%	59%	59%	70%
	New	36%	38%	40%	39%	41%

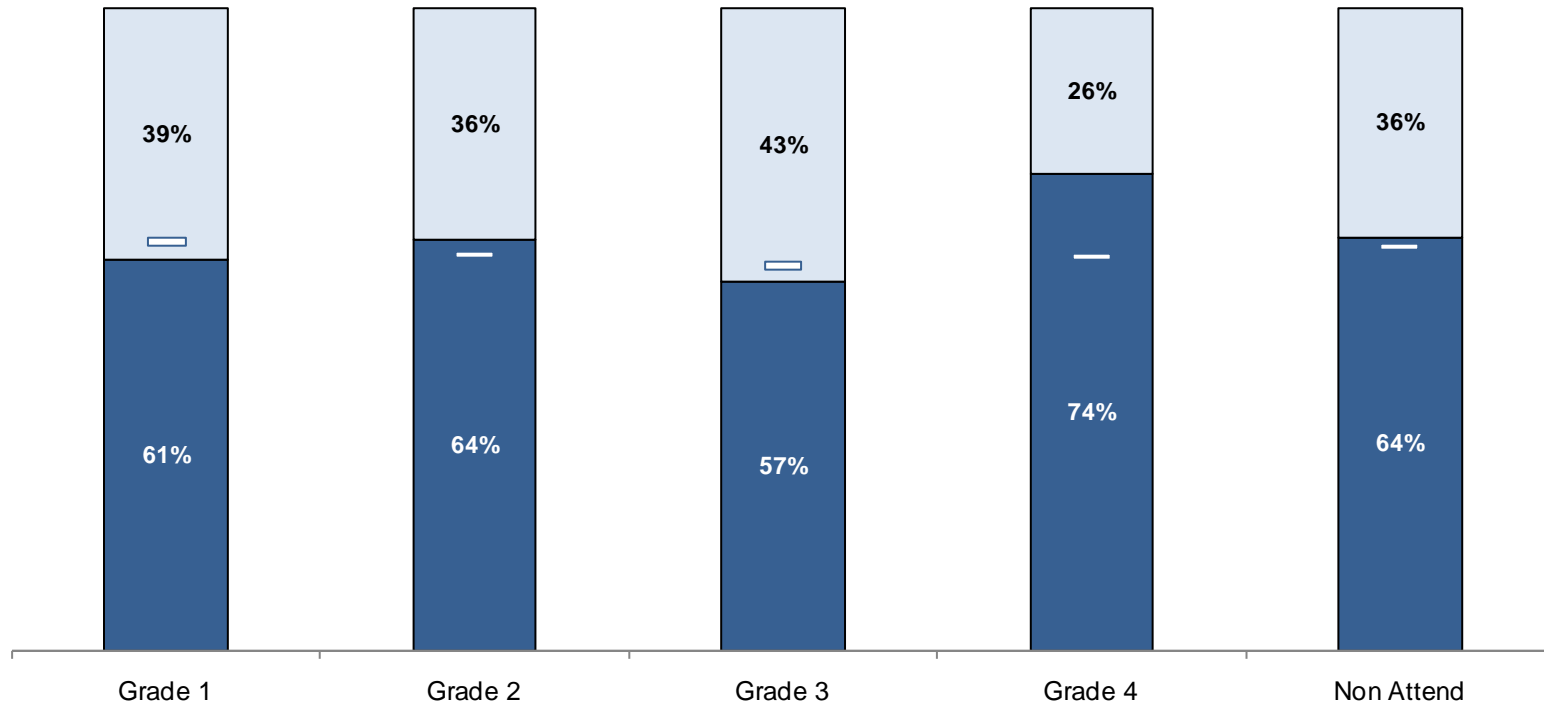


# New Incident Grade Proportions

(Against Force total)



■ Nottinghamshire South □ Nottinghamshire North = Old Structure Split



BCU	Structure	Grade 1	Grade 2	Grade 3	Grade 4	Non Attend
Nottinghamshire South	Old	64%	62%	60%	61%	63%
	New	61%	64%	57%	74%	64%
Nottinghamshire North	Old	36%	38%	40%	39%	37%
	New	39%	36%	43%	26%	36%

# HEADLINES



- The restructure would result in:
  - **All Crime** split moving to 60/40 (Nottinghamshire South/Nottinghamshire North)
  - **Burglary Dwelling** split moving to 70/30 (Nottinghamshire South/Nottinghamshire North)
  - **VAP** split moving to 60/40 (Nottinghamshire South/Nottinghamshire North)
  - **Domestic Violence** split moving to 60/40 (Nottinghamshire South/Nottinghamshire North)
- All major crime types will record substantial shifts with the larger proportion of the volume on Nottinghamshire South BCU, compared to the current structure
- A similar picture is seen across the major incident types with Nottinghamshire South **changing from around 40% to 60% across each incident type**
- In terms of incidents grades, the new structure will only have minimal impact with most grades remaining at a similar level across the BCU's although **Grade 4** incidents have increased notably on Nottinghamshire South in the new structure (low numbers)

# STRATEGIC RISK ASSESSMENT



ORGANISATIONAL THREAT & RISK ASSESSMENT OF POSSIBLE AUSTERITY OPTIONS								
Version Control: V1.0								
AUSTERITY OPTION / PROPOSAL								
Dept / BCU Sub Dept / Function	Option Ref	Option / Proposal To Be Assessed	Likely Adverse Impact on Ability to <b>Reduce Crime</b>	Likely Adverse Impact on Ability to <b>Address Community Priorities</b>	Likely Adverse Impact on Endeavours to <b>Keep People Safe</b> Within Communities	Likely Adverse Impact to Protect, Support and Respond to Victims, Witnesses and Vulnerable People	Likely Adverse Impact on Ability to <b>Bring Offenders To Justice</b>	Likely Impact to Demand Preventive Interventions
Response	1	<b>Recuperative / Restricted Duties:</b> Those on recuperative or restricted duties of over 2 weeks, go into Prisoner Handling Teams						
Response	2	<b>Recuperative / Restricted Duties:</b> Those on recuperative or restricted duties of over 2 weeks, go into Response Support Teams (prepare violence and other investigations to an arrest ready position)						
Response	3	<b>Criming Decisions:</b> Enabling officers to use professional judgement around criming decisions						
Response	4	<b>Workforce Modernisation:</b> Replace an element of Response Officers with Response Support Officers						
Response	5	<b>PHT:</b> Creation of PHT that will deal with all prisoners arrested by Response						
Response	6	<b>PHT:</b> Small PHT that deal with lower level crime, including student officers that work in this team as part of their training						
Response	7	<b>Priority Crime:</b> Creation of teams to work together with the resources (ie vehicles) to address priority crime types eg Sexual offences; Mental Health, Violence, Robbery / Burglary						
Response	8	<b>Specialist Teams on Response:</b> Specialisms work on response shifts to address crimes and eliminate need for handover						
Response	9	<b>Geographical Considerations:</b> Align officers skills to the geographical needs of the area eg taser use by response officers furthest from OS bases						
Response	10	<b>100% Attendance:</b> Remove 100% attendance						
Response	11	<b>Command and Control:</b> Implement the <b>COMMAND</b> element of Command and Control with the principle that the Control Room are responsible for deployment of officers to incidents						
Neighbourhoods	12	<b>Beat Managers and PCSOs:</b> Form beat managers into pro-active teams rather than specific beat areas						

# STRATEGIC RISK ASSESSMENT



Likely adverse impact upon on ability to;

- Reduce crime
- Address community priorities
- Keep people safe
- Protect and support vulnerable
- Bring offenders to justice
- Reduce demand through early intervention
- Reduce crime through early intervention
- Maintain service delivery, and deliver key objectives
- Maintain Internal systems and processes
- Maintain Interoperability, and interdependencies – departments, Partners, Forces
- Comply with Legal, ACPO, Home Office obligations
- Maintain staff welfare, duty of care, morale, motivation and PROUD values
- Comments and Key Risks

# QUALITY OF SERVICE



- Reduce front end demand
- Increase capacity of warranted officers
- Create flexible workforce to meet priorities, and improve performance
- Work differently
- Reduce overall cost

# 'QUALITY OF SERVICE' REDUCING DEMAND

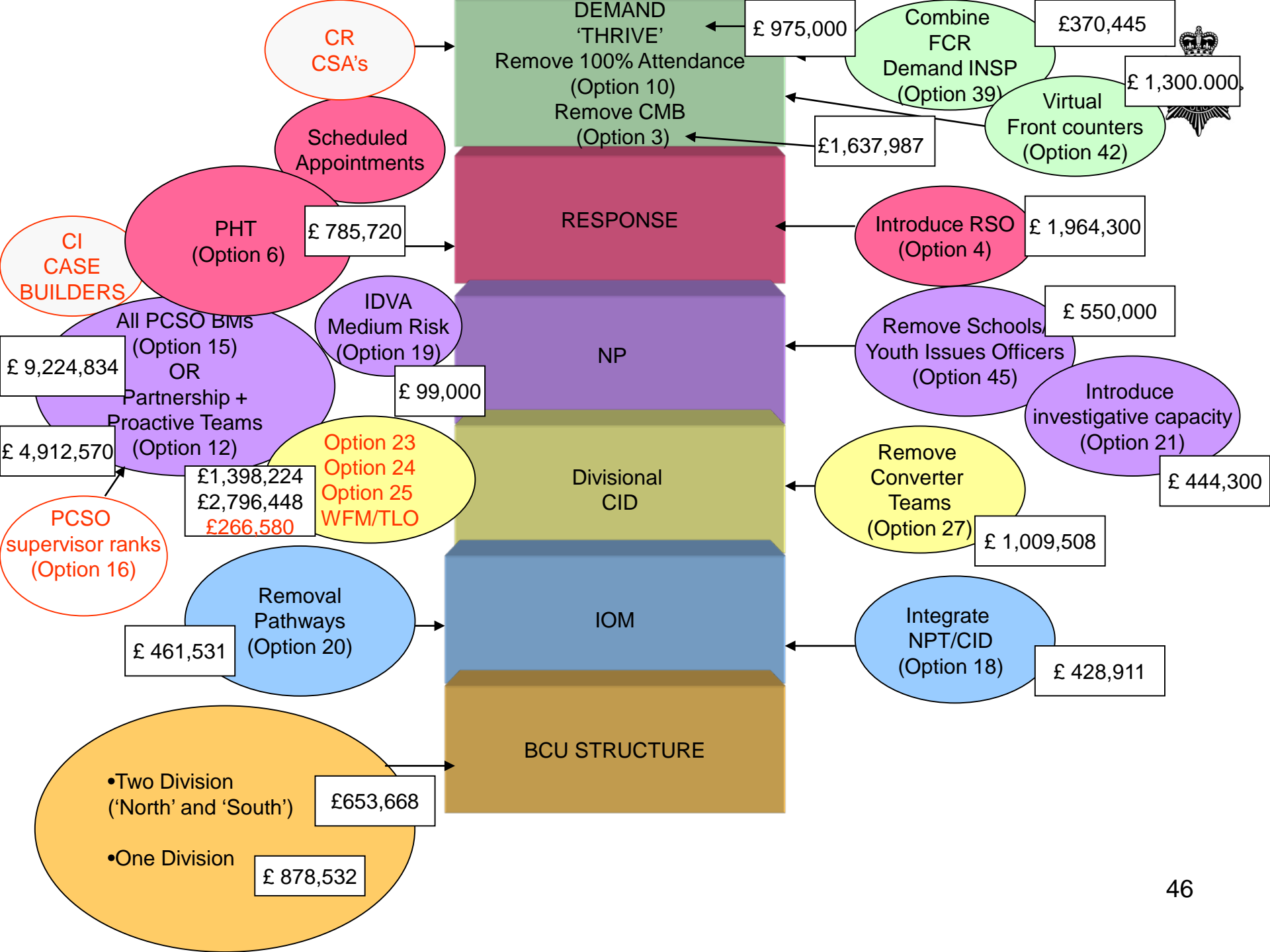


## 'THRIVE'

- THREAT
- HARM
- RISK
- INVESTIGATION
- VULNERABILITY
- ENGAGEMENT



# “THE PICTURE ON THE BOX”







	Option	Reduce Cost Base (£)	Increase Capacity / Reduce Demand	Option Ref	Officer FTE	Staff FTE		Reduce Cost Base (£)	Increase Capacity / Reduce Demand (£)	TOTAL	Officer FTE	Staff FTE
<b>Demand</b>	"THRIVE"		975,000	40	0	27	Y	0	975,000	975,000	0	27
	Remove 100% Attendance						Y	0	0	0	0	0
	Remove CMB	(1,637,987)		3	(25)	(12)	Y	(1,637,987)	0	(1,637,987)	(25)	(12)
	Combine FCR Demand Insp		(374,045)	39	(5)	0	Y	0	(374,045)	(374,045)	(5)	0
	Virtual Front Counters	(1,300,000)		42		(58)	Y	(1,300,000)	0	(1,300,000)	0	(58)
<b>Response</b>	Introduce RSO		(1,964,300)	4	(100)	100	Y	0	(1,964,300)	(1,964,300)	(100)	100
	Scheduled Appointments			TBC			Y	0	0	0	0	0
	PHT		(785,720)	6	(40)	40	Y	0	(785,720)	(785,720)	(40)	40
<b>IIP</b>	Partnership & Proactive Teams	(4,912,570)		12	(100)	0	Y	(4,912,570)	0	(4,912,570)	(100)	0
	IDVA Medium Risk		(99,000)	19	0	0	Y	0	(99,000)	(99,000)	0	0
	Remove Schools Youth Issues Officers	(550,000)		45	10		Y	(550,000)	0	(550,000)	10	0
	Introduce Investigative Capacity (CI's)		444,300	21	0	20	Y	0	444,300	444,300	0	20
<b>Divisional CID</b>	Team Mix (5DCs and 2 CI)		(1,398,224)	23	(62)	62	N			0		
	Team Mix (3DCs and 4 CI)		(2,796,448)	24	(124)	124	Y	0	(2,796,448)	(2,796,448)	(124)	124
	Further to above, introduce dedicated TLO / DMI and Fis		266,580	25	0	12	Y	0	266,580	266,580	0	12
	Remove Converter Teams	(1,009,508)		27	(20)	0	Y	(1,009,508)	0	(1,009,508)	(20)	0
<b>IOM</b>	Civilianise Pathways		(461,531)	20	(17)	17	N			0		
	Remove Pathways	(839,186)			(17)	0	Y	(839,186)	0	(839,186)	(17)	0
	Integrate NPT / CID	(428,911)		18	(7)	0	Y	(428,911)	0	(428,911)	(7)	0
<b>BCU Structure</b>	Notts North / Notts South	(653,668)		44	(7)	0	Y	(653,668)	0	(653,668)	(7)	0
	One Division	(878,532)		43	(9)	0	N		0	0		
<b>Note: -ve is saving and +ve is cost</b>								(11,331,830)	(4,333,633)	(15,665,463)	(435)	254

# PCC/CHIEF OFFICER TEAM



## ‘Great Expectations’

- Community confidence, and delivering the right message through key stakeholders
- Shrink together?  
Exec’ Partnerships  
Exec’ Region
- Citizen, Partners, Workforce expectations
- Pace of change
- Supts Association – new roles/level of responsibility  
Must do/like to do?
- Political challenge



# Victims & Communities

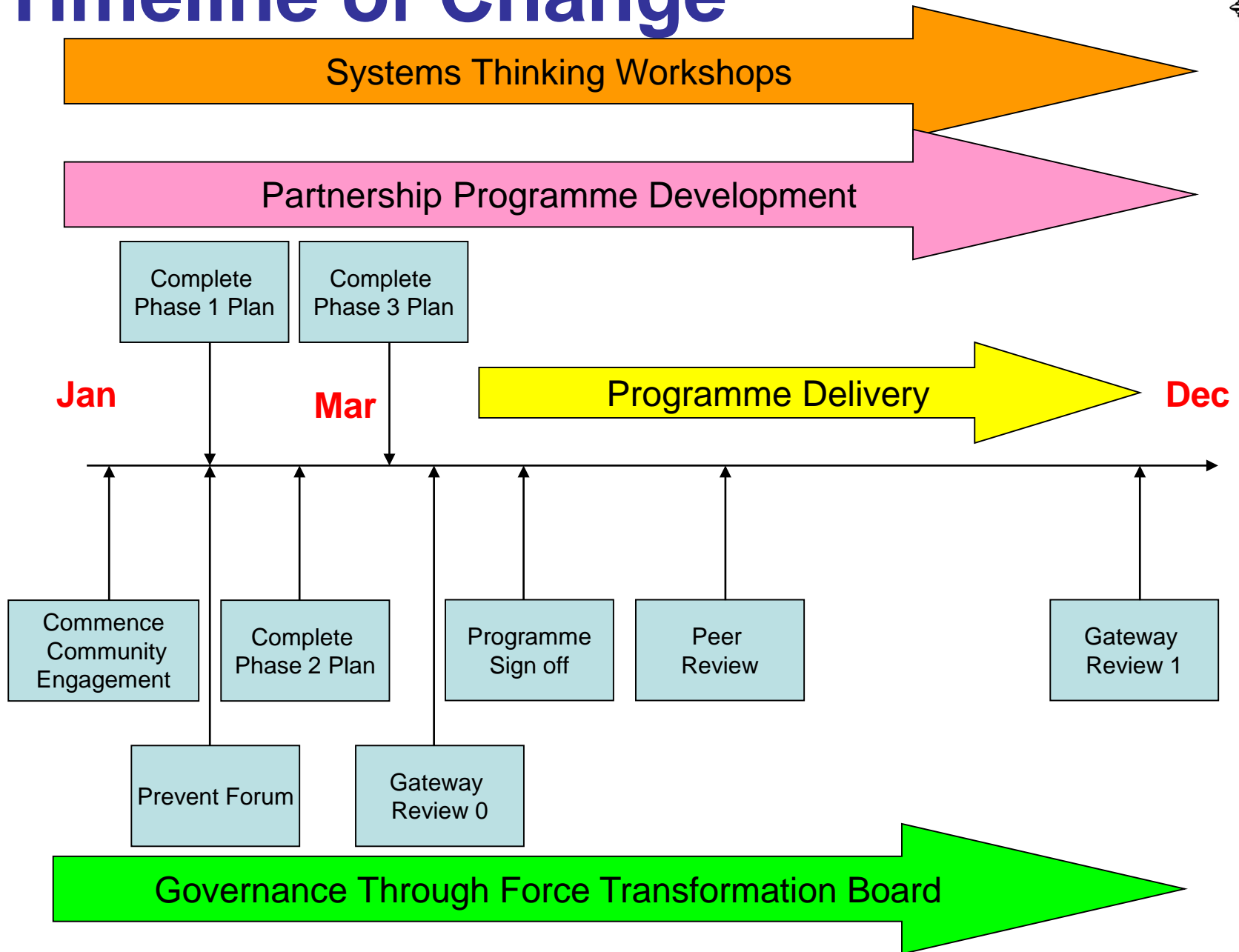
# Victims and Communities



To ensure the operating model works most effectively, it must design its services around meeting the changing needs of the communities it serves, including the most vulnerable and the victims of crime.

The Force will commence engagement with these groups in January and work with them to deliver an effective service.

# Timeline of Change



# Financials – all scenarios



- Funding deficit ranges from circa £33 million to £60 million by 2019/20

