

APPENDIX C

Joint Audit & Scrutiny Panel

15th September 2016



Delivering the future

Developing a policing model for

Nottinghamshire for 2020 and beyond

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Introduction

Our common mission, nationally and locally, remains the same: “To make communities safer by upholding the law fairly and firmly; preventing crime and antisocial behaviour; keeping the peace; protecting and reassuring communities; investigating crime and bringing offenders to justice.”

We must be able to complete this mission at a time when the nature and complexity of crime is evolving and during a period of continuing austerity.

This document aims to describe the operating model for Nottinghamshire Police, explaining how it will deliver services and meet its mission of protecting our communities within the financial constraints placed upon it.

Development of a Policing Model for Nottinghamshire for 2020 and beyond



The National Policing Vision for 2020

The National Police Chiefs' Council has produced a draft policing vision for 2020, which provides helpful context on the reasons why change is required.

By 2020 nationally it is expected that:

- *local policing will be aligned, and where appropriate integrated, with other local public services to improve outcomes for citizens.*

- *specialist capabilities will be standardised and aggregated to maintain capability and resilience across policing to achieve greater agility when managing risk.*
- *digital policing will make it easier and more consistent for the public to make digital contact, improve our use of digital intelligence and evidence and ensure we can transfer all material in a digital format to the criminal justice system.*
- *policing will be a profession with a more representative workforce that will align the right skills, powers and experience to meet challenging requirements.*
- *police business support functions will be delivered in a more consistent manner to deliver efficiency and enhance interoperability across the police service*
- *there will be clear accountability arrangements to support policing at the local, cross force and national levels.*

Key elements from the National Police Chiefs' Council vision are included in the appendix.



East Midlands Police Collaboration

Derbyshire Leicestershire Lincolnshire Northamptonshire Nottinghamshire

Collaborative policing services have been operating successfully in the East Midlands for more than a decade. These collaborations have allowed us to significantly improve our service to our communities and protect our frontline resources while also reducing risk and costs. We can focus our specialist resources where and when they are needed most to serve the public in the best way. Our collaborations cover a number of police functions from armed policing to transactional functions.

East Midlands Special Operations Unit (EMSOU)

The East Midlands Special Operations Unit launched in 2001 as a small regional unit co-ordinating the deployment of test purchase officers for the region.

In January 2005, a Regional Intelligence Unit was added to examine the serious and organised crime intelligence picture across the region. In August of that year all five forces; Nottinghamshire, Derbyshire, Lincolnshire, Leicestershire and Northamptonshire agreed to the development of an operational capability.

In December of the same year, the region's chief constables agreed to the development of EMSOU and significant funding was obtained from the Home Office.

EMSOU is made up of around 1,500 officers and staff drawn from the five forces of the East Midlands. It is the largest such regional unit in the country, to which we contribute 203 officers. Within EMSOU there are a number of specialist units managing investigations in different areas of serious crime:

- **Homicide**
- **Serious and organised crime**
- **Counter terrorism and domestic extremism**
- **Asset recovery**
- **Fraud and Financial Investigation**
- **Forensic services**

This regional approach provides a significant response to tackling organised crime that crosses force boundaries.

EMSOU was recently highlighted by Her Majesty's Inspectorate of Constabulary as: "The most advanced and well-established of the Regional Organised Crime Units with the greatest breadth of capabilities to undertake the greatest range of critical policing functions, including surveillance and cyber-crime investigations.

"EMSOU is a model which other regions can emulate."

The Chancellor of the Exchequer also praised the collaboration between the five East Midlands forces as 'unique' and 'a model for all others to follow'.

East Midlands Operational Support Services (EMOpSS)



EMOpSS brings together the specialist resources of Nottinghamshire, Northamptonshire, Lincolnshire and Leicestershire to deliver a range of specialist policing services such as:

- **Armed Response**
- **Dogs**
- **Tactical Firearms Teams**
- **Tactical Roads Policing Teams**

- **Events Planning**
- **Tactical Support Teams**
- **Firearms Training**

Nottinghamshire's commitment to EMOpSS is 159 officers. The combined officer number of 541 offers us greatly increased flexibility and resource capability than operating alone. It is not uncommon for officers from other forces, including firearms officers to be deployed into Nottinghamshire to ensure that we have sufficient staff to meet actual or potential risks.

East Midlands Police Collaboration Programme (EMPCP)

EMPCP was formed in 2007 and operated until 2014 with the aim of identifying additional areas of policing which could be delivered jointly between forces to maximise effectiveness and to achieve efficiencies.

During this seven year period the programme delivered the following regional services which continue to operate:

- **Legal Services**
- **Learning and Development**
- **Occupational Health**
- **Strategic Commercial Unit**

Most recently the Strategic Commercial Unit, which manages procurement and supplier contracts for both the Nottinghamshire and Northamptonshire forces, won the Team of the Year category of the National Government Opportunities (GO) Excellence in Public Procurement Awards 2016/17.

HR and Finance collaboration



Nottinghamshire Police is a member of the Multi-Force Shared Service (MFSS) programme, which is a collaboration with Northamptonshire Police Force and Cheshire Constabulary. Under the MFSS transactional business functions in relation to finance and human resources are hosted remotely in Cheshire.

The MFSS is a business model which enables other forces and services to on board and is not constrained by geographic boundaries the Civil Nuclear Constabulary joins the MFSS in 2016.

East Midlands Criminal Justice Services (EMCJS)

East Midlands Criminal Justice Services work across Nottinghamshire, Leicestershire, Lincolnshire and Northamptonshire and deliver a broad range of

services both internally and externally for the forces. The department provides a link between the police and the other criminal justice agencies.

The prosecutions department of EMCJS works in partnership with the forces, together with partners, to reduce offending. The collaboration helps bring more offenders to justice and speeds up the criminal justice process.

The aim is to provide the best possible service for victims and witnesses and to build trust and confidence in the criminal justice system in Nottinghamshire.

The department consists of the following units:

- **File preparation**
- **Witness Care**
- **PNC Bureau**
- **Disclosure and Barring Service**
- **Summary Process Unit**

The EMCJS Custody Department manages the three Nottinghamshire custody suites. A Chief Inspector leads both the Lincolnshire and Nottinghamshire Custody suites as part of the regional arrangements.

Nottinghamshire Police, as part of the EMCJS, is leading the way in the use of national police presenters. This project has seen police staff handling road traffic cases where a guilty plea is entered. The case management hearings have reduced the need for adjournments and have improved outcomes. A digital solution to prosecution has been developed which gives presenters access to the police network direct from the courtroom and has removed the need for transferring paper files to both the court and the Crown Prosecution Service.

Niche



Niche was implemented in Nottinghamshire in February 2016. The computer system links our crime, intelligence, property management, custody and case management systems. All of the five forces in our region are now on Niche, this helps to remove geographical boundaries allowing the East Midlands Police forces to share information and deal with suspects from any area, in what is a national first. Niche also creates scope for significant savings as a result of less input of data being required.

Linking all of the case management electronically creates efficiencies across the criminal justice system and improves the outcomes of investigations.

Tri-Force Collaboration Development

In 2015, Nottinghamshire, Leicestershire and Northamptonshire Police began to look at further collaborative opportunities.

The three forces and Police and Crime Commissioners set the following principles:

Maximise opportunities to protect communities:

- Fundamentally this is about providing a service to meet the needs of the communities we serve rather than our own organisations.
- Creating the capacity and capability to respond to new and emerging threats i.e. Cyber, Child Sexual exploitation, fraud, hate crime

Optimise use of available financial resources:

- Recognising the austerity challenges; the need to deliver a sustainable policing model from less resources

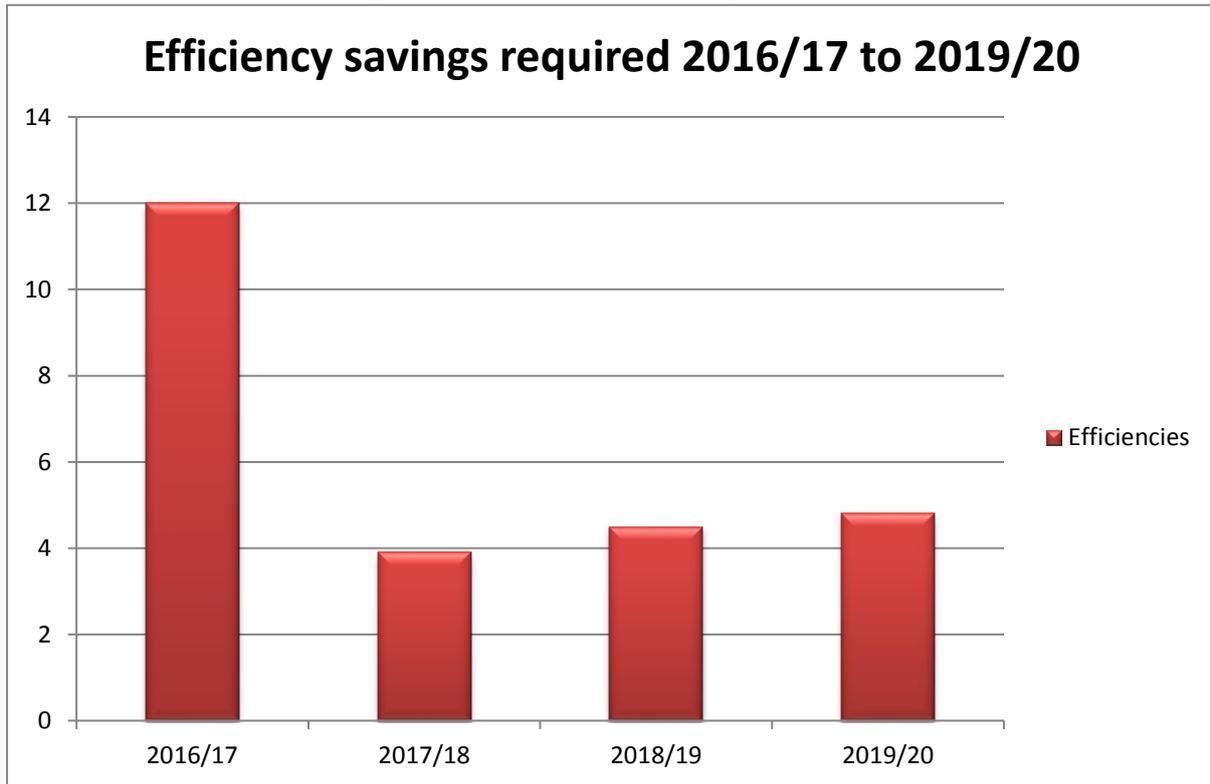
In June 2016 the progression of a Tri-Force Collaboration was agreed. The focus will be on a number of local collaborative programmes including Enabling Services, Contact Management and Niche Optimisation.

Policing in austerity – The financial challenge to 2020

Since 2010 Nottinghamshire Police has delivered £43.6 million in efficiency savings. The table below sets out the financial plan until 2019/20, which illustrates the continuing financial challenge. Budgets continue to fall and inflationary pressures remain year on year, therefore requiring future efficiencies to be factored in to our model.

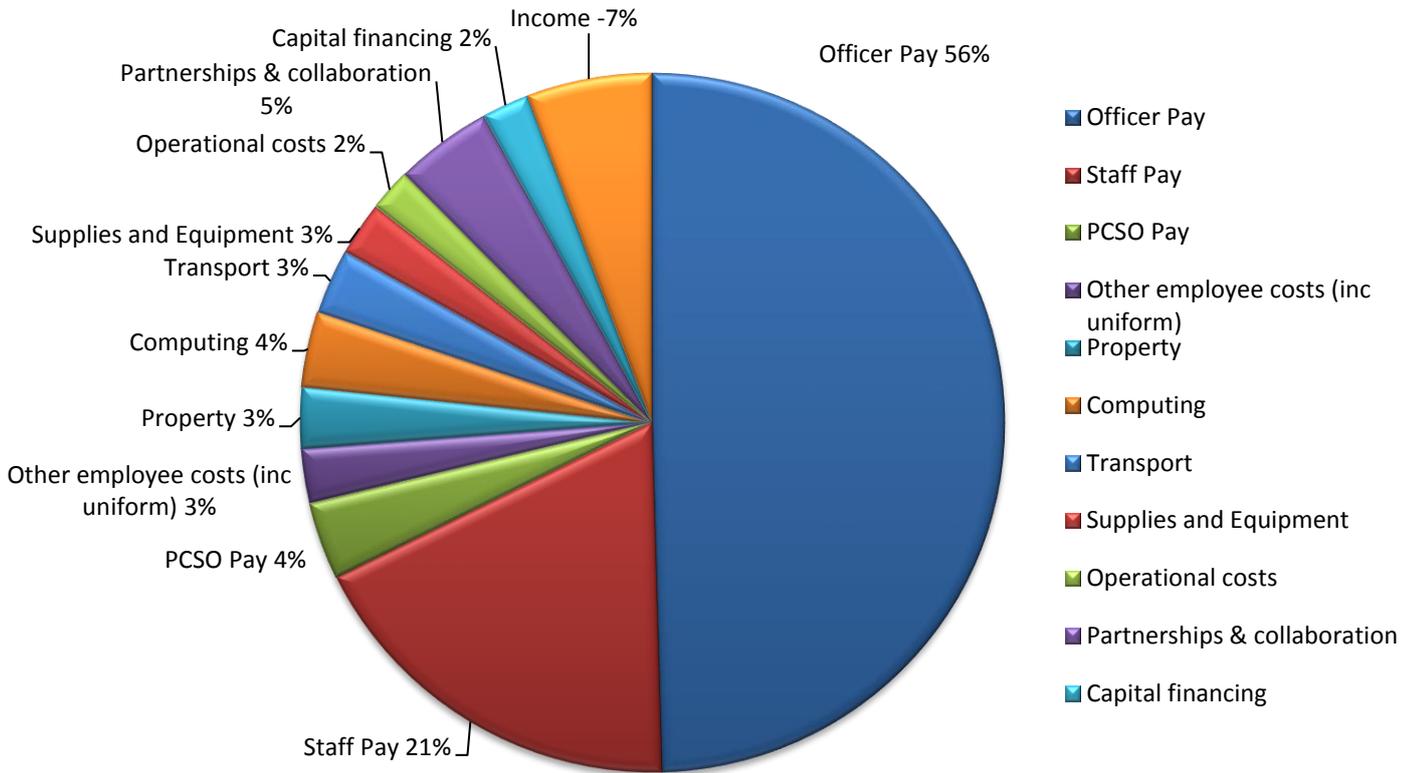
£m	2015/16	2016/17	2017/18	2018/19	2019/20
Net expenditure	202.1	202.2	193.5	191.7	189.4
Savings, efficiencies & reserves	-12.5	-12.0	-3.9	-4.5	-4.8
Further (savings)/underspend	0	0.0	-0.7	0.4	1.8
Total net expenditure	189.6	190.2	188.9	187.6	186.4
Grants	136.5	135.8	133.1	130.4	127.8
Precept	53.1	54.4	55.8	57.2	58.6
Total Financing	189.6	190.2	188.9	187.6	186.4

The chart below illustrates the efficiency savings that need to be achieved by 2020. A further £25.2m of savings need to be identified by 2020.



The way in which we currently presently spend our budget is illustrated below:

Budget 16/17



To assist the development of our future model it is helpful to reflect on some of the indicators that have been tracked within the HMIC Value for Money Profile 2015.

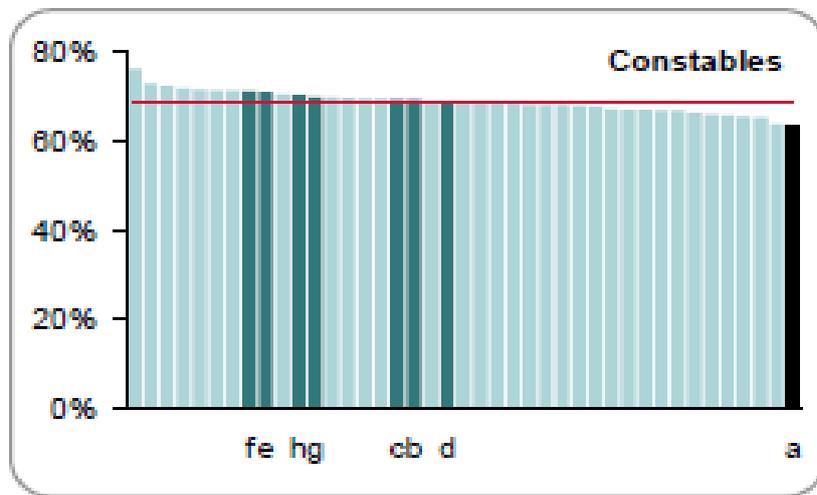
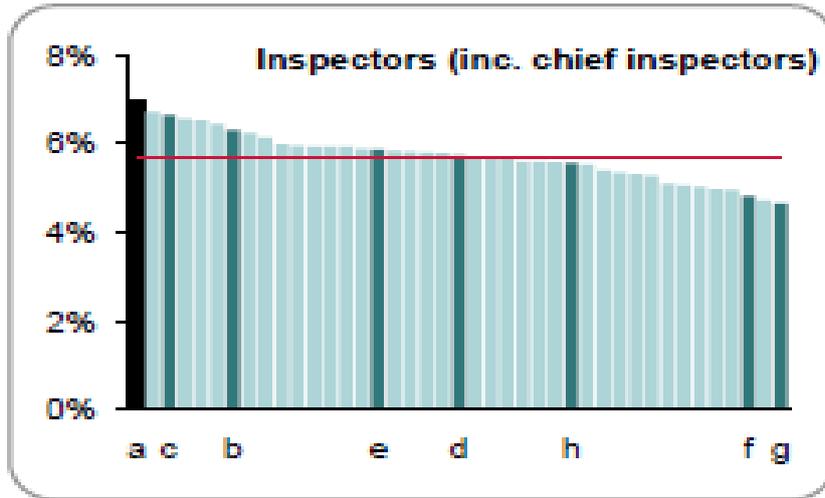
The document indicates that we spend £106.5m on police officers and with a population of 1,116k it equates to £95.43 per head of population. This is slightly above the national average at £95.20 and well above our most similar forces group which is £91.70 per head of population.

In reviewing our model and our commitment to protect frontline policing we have reviewed the ratio of police officer managers to the frontline rank of police constables in comparison to our peers.

The following charts show how Nottinghamshire compares with all forces in the country and our most similar forces are identified as below:

a – Nottinghamshire, b – Kent, c – Bedfordshire, d – Lancashire, e – Essex, f - South Yorkshire, g – Leicestershire and h – Hertfordshire

Nottinghamshire is indicated by the black bar on the charts and each of the other bars represents a different force. The horizontal line represents the national average on each of the charts.



As can be seen we have fewer constables as a percentage of our workforce than every other force in the country yet we have the highest ratio of inspecting ranks.

To further illustrate this, the table below shows how much more a supervisor costs per year when compared to a constable:

Assistant Chief Constable	£105,276
Chief Superintendent	£70,793
Superintendent	£55,363
Chief Inspector	£31,329
Inspector	£24,906
Sergeant	£10,391
Constable	£0

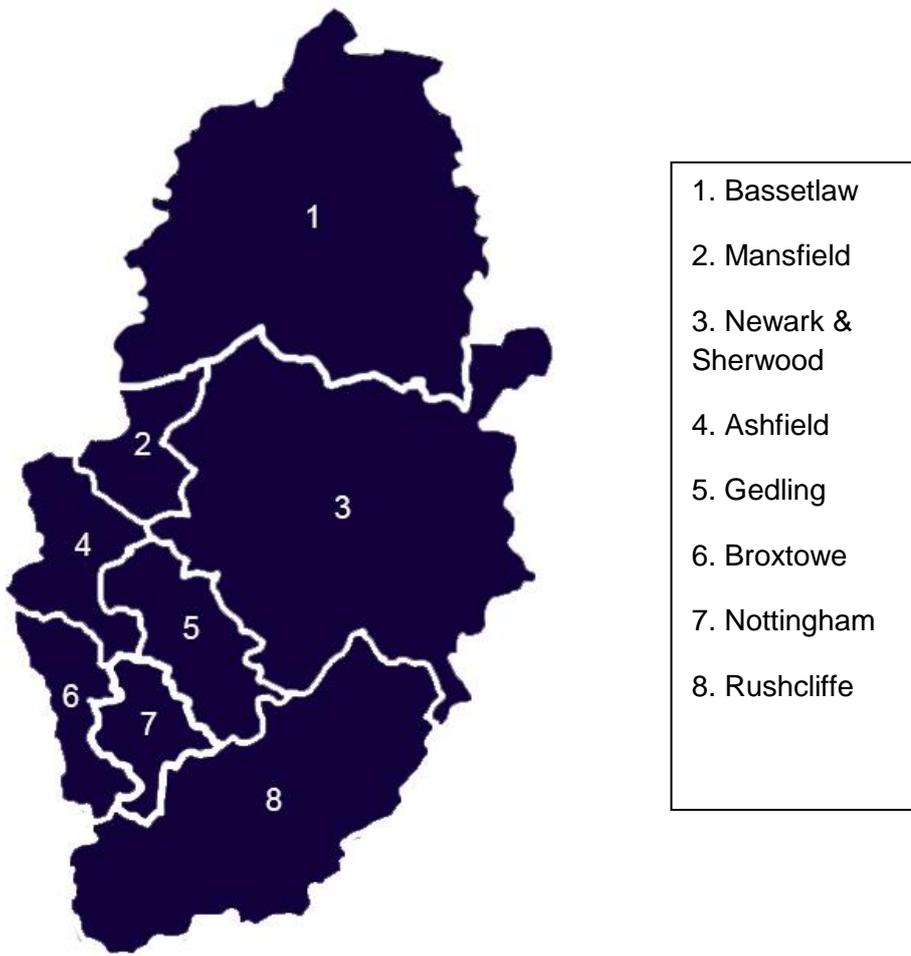
Nottinghamshire Police’s future policing model seeks to enable and positively address these ratios to protect the frontline and enable us to better protect our communities from harm.

Local Policing Structure

The Nottinghamshire Police area covers the 834sq mile of Nottinghamshire, which incorporates the unitary authority of Nottingham City Council and Nottinghamshire County Council and seven local authorities.

The city of Nottingham's boundaries are tightly drawn and exclude several suburbs and satellite towns that are usually considered part of greater Nottingham. This area is covered by the unitary authority and four local authorities.

The population of Nottinghamshire is 1.12 million with a third of the population residing within the city.





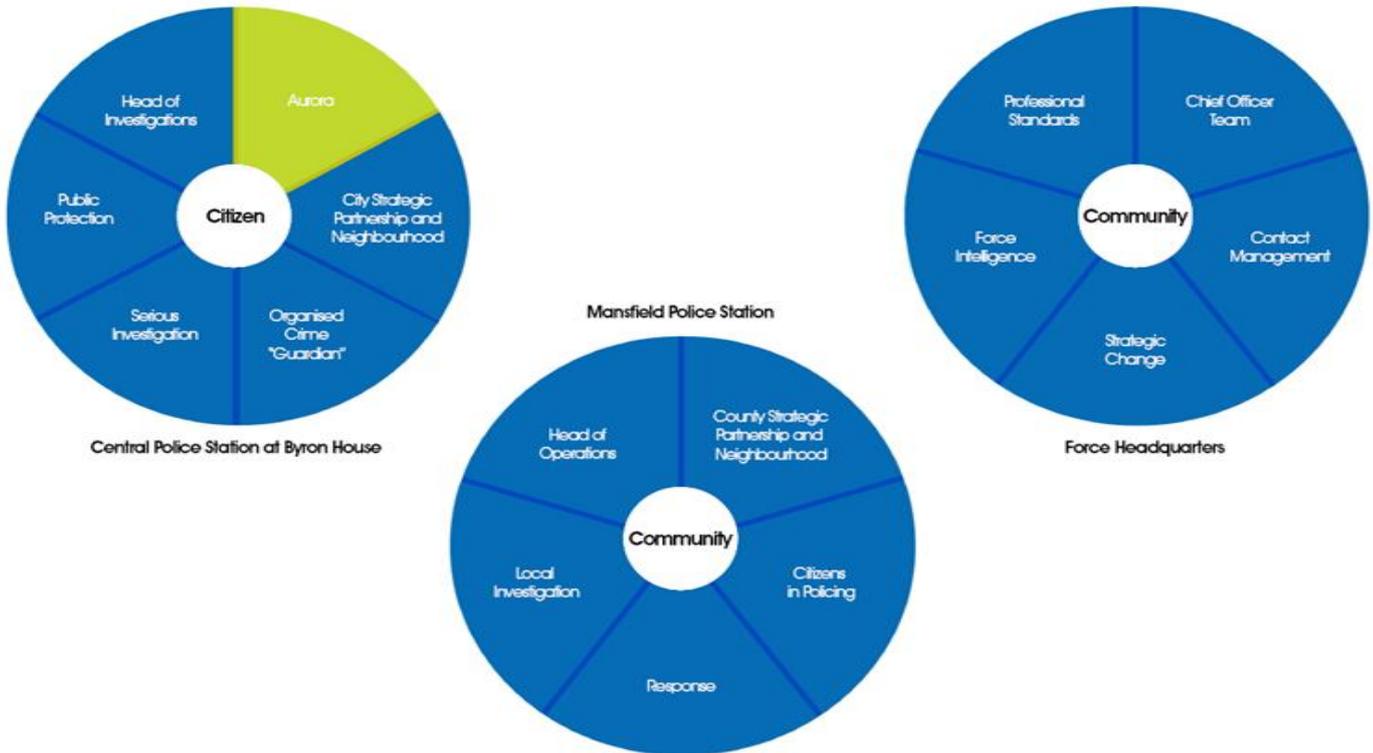
Leadership Hubs

It is important that our senior leaders are accessible and visible both to their staff and communities across the county. As a result senior officers, superintendents and above and police staff heads of departments, and their support will be based within three distinct locations identified as leadership hubs. This is to provide effective coverage across Nottingham and Nottinghamshire.

The location of these hubs has been identified as the new Central Police Station, in the city centre, Force Headquarters at Sherwood Lodge near Arnold and Mansfield Police Station. The leadership hub locations will continue to enable and enhance partnership working arrangements.

The following diagram is indicative of where senior officers will be based and final decisions are yet to be made. However, it is expected that all the senior leaders will be accessible and visible both to their staff and communities across Nottingham and Nottinghamshire. All senior staff are provided with equipment to enable agile working.

Three leadership hubs



Neighbourhoods in the new model

It was considered crucial that the neighbourhood structure recognised the benefits of maintaining a separate superintendent with specific responsibility for neighbourhoods in the city and county. This particularly relates to the outstanding work that has been developed in partnership with the city around Aurora II and with the Safer Nottinghamshire Board and through our co-location agreements with a number of the district and borough councils.

Neighbourhood policing is currently structured around geographic and political boundaries in the city and county. The proposal is that these geographic and political boundaries are maintained with a superintendent leading each of the city and county neighbourhood commands to enable partnership working to continue to grow and develop.

Staffing will be allocated to neighbourhoods based upon the threat, harm and risk.

The other thematic disciplines of policing such as investigations, response and public protection, as well as our collaborative units, support the neighbourhood teams in protecting their communities.

Our new structure

Enhancing our partnerships – By maintaining superintendent posts to lead both the city and county neighbourhoods and strategic partnerships it recognises the importance of these existing relationships and enhancing the excellent work that has been done in recent years to both reduce crime and improve perception. This is also enhanced by our commitment to local neighbourhood teams being co-located with partners. The post holder will provide local visible leadership and will be accountable for performance.

Leadership – It is a fact that Nottinghamshire has higher levels of supervisors than forces elsewhere. The changes proposed will result in fewer supervisors but the supervision ratios will only be subject to a slight change as our staffing numbers reduce in line with reducing budgets. The benefit is that more front line officers can be retained. The force maintains two chief superintendents for local policing functions albeit they have force wide responsibility rather than geographic responsibility, enabling clarity and consistency of command across the force.

Crime levels – The proposed changes are designed to give a more efficient structure so that we can maximise the number of officers available to deal with operational incidents. By developing a lean business model it will enable us to invest in areas of higher risk to ensure that we are making the best use of fewer resources to target the areas of highest risk and the crimes that cause the greatest harm.

Capacity – Through our investment in technology and changing the way we operate we can maintain effective and efficient service within a balanced budget.

Partnership working – The force will retain the existing beat structure and each beat will be overseen by beat teams. (Numbers may reduce but the teams will remain). Additionally, each will continue being managed by a neighbourhood policing inspector who is publically accountable and the focus for partnership activity. As now, the police will still have chief inspectors and two superintendents to ensure that partnership working is not put at risk. Plans are being developed for closer working relationships in a number of locations such as Ashfield and Mansfield with partnership hubs being developed.

Nottingham as a core city – As previously discussed the only functions that are presently delivered and managed locally are neighbourhoods and investigations. The local focus of neighbourhoods will remain and there will be increased resilience in the investigative function. Superintendents are very senior officers, and effective leaders supported by an efficient thematic model will have a mandate to further develop local relationships and meet the challenges of policing a core city.

The police are wholly committed to delivering the best possible service to Nottinghamshire and our approach is in line with the College of Policing Vision for 2020. The approach being taken will enable us to fully commit to the Tri-Force Collaboration. This will allow us to maximise the resources that we can commit to the

city and county while providing access to a wide range of specialist teams that are needed to address Nottinghamshire's unique challenges.

As part of the process an Equality Impact Assessment was commenced and this has not identified any new risks in the way in which we will serve you, our communities. This is largely related to the fact that the new structure is likely to improve our response to incidents. Our expectations of our local neighbourhood policing teams have not changed. This assessment will continually be refreshed as the detailed design is finalised.

Key Staff

On 15 March 2016 the Chief Constable Chris Eyre announced that with effect of 1 May 2016 the Head of Operations would be Chief Superintendent Mark Holland and the Head of Investigations and Intelligence would be Detective Chief Superintendent Gerard Milano.

The appointments made on 1 May 2016 enabled the new team to commence detailed design activity. The time scale for the completion of the change programme is 31 March 2017 but the new structure with all of its governance processes are expected to be operational on 1 July 2016.

Appointment of Superintendents:

On 16 March 2016 the senior officers were identified for postings in the new corporate structure as below:

Role	Officer
1 Head of Investigations and Intelligence	Detective Chief Superintendent Gerard Milano
2 Head of Intelligence	Detective Superintendent Mark Pollock
3 Head of Public Protection	Detective Superintendent Robert Griffin
4 Head of Serious Investigations and Organised Crime	Detective Superintendent Simon Firth
5 Head of Local Investigations	Superintendent Ted Antill
6 Head of Operations	Chief Superintendent Mark Holland
7 Head of Contact Management	Superintendent Paul Burrows
8 Head of City Strategic Partnership	Superintendent Mike Manley
9 Head of County Strategic Partnership	Superintendent Richard Fretwell
10 Head of Citizens in Policing	Chief Inspector Richard Stapleford
11 Head of Response Policing	Superintendent Matt McFarlane
12 Head of Professional Standards	Detective Superintendent Jackie Alexander
13 Head of Change	Superintendent Steve Cartwright

During the design work and to ensure continuity and to maintain our commitment to partnership working in the city during the implementation of the Aurora II Programme

the Chief Constable agreed that Mike Manley would retain in his Temporary Chief Superintendent status.

The design has commenced with the following actions being progressed:

- The minimum number of warranted officers at each rank that are available for local policing have been confirmed – the final target numbers are to be achieved by 31 March 2018
- Activity is taking place to agree the working assumptions for each thematic area of the model that will facilitate design
- Discussions are taking place to define in detail the local operating model and how its governance will work.
- Design of the new tasking process, which will ensure that we maintain and build on existing partnership tasking arrangements

Strategic Briefings

This document forms part of our stakeholder and community briefing strategy.

Senior leaders within the force have delivered briefings to a number of key partners including:

Conclusions

This document set out to inform our communities, partners and stakeholders of the steps that Nottinghamshire Police is taking to align its structure for the challenges that it faces both now and through to 2020 and beyond.

The changes seek to enable us to provide balanced budgets and to create a flexible structure that sets us up for wider collaboration whilst at the same time maintaining and developing local partnerships. We recognise that we will have fewer resources and we need to reorganise in an efficient way to deliver our mission, which is to:

- **Make communities safer by upholding the law fairly and firmly**
- **Preventing crime and antisocial behaviour; keeping the peace**
- **Protect and reassure communities**
- **Investigate crime and bring offenders to justice**

Contact and Feedback

The Delivering the Future team is engaged in a process of continual review of our working practices. We welcome feedback on this document, together with any thoughts that you may have on how we can continue to evolve to deliver our mission over the next four years and beyond.

You can write to:

The Delivering the Future Team, Nottinghamshire Police, Force Headquarters, Arnold, Nottingham, NG5 8PP You can e-mail: deliveringthefuture@nottinghamshire.pnn.police.uk

Appendix

National Police Chiefs' Council – Vision for 2020

Why does policing need to change?

- 2.2 *Globalisation continues to accelerate and present new challenges resulting in a rise in the complexity of the police task. Communities will become increasingly diverse and complex necessitating a more sophisticated response. Proposals to devolve more power to locally elected mayors to lead combined authorities covering health, policing and social services provide real potential for the development of more integrated working practices. Policing must be at the heart of these debates.*
- 2.3 *The police service faces a new crime challenge. Police have continued to reduce acquisitive crime but are now dealing with significant increases in cases of child safeguarding and domestic abuse. These “high harm” crimes are complex in nature, staff intensive and police officers dealing with them are rightly subject to high levels of personal accountability and public scrutiny. We need to ensure we get our response to these crimes right.*
- 2.4 *Serious and organised crime generates new threats, like human trafficking, while terrorism has become more fragmented and harder to combat. There is a requirement for an aggregated response in which specialist resources are brought together from a number of police forces to ensure such threats are tackled effectively.*
- 2.5 *As online transactions increase, the threat from cybercrime grows - whether it is fraud, data theft, grooming and exploitation of children or stalking and harassment. As many traditional crimes continue to fall, policing has to focus on protecting people from this new type of harm through the development of new tactics and capabilities.*
- 2.6 *The increasing availability of information and new technologies offer us huge potential to improve how we protect the public. It sets new expectations about the services we provide, how they are accessed and our levels of transparency. Digitisation also offers huge potential to accelerate business processes, manage risk more effectively and revolutionise the criminal justice process.*
- 2.7 *As the nature of crime changes so does the skills required of the workforce. We will need to compete for the best people to create a police service which is better equipped to deal with changing requirements. This will mean that forces will be better at tackling crime and the public will have greater confidence in the police.*
- 2.8 *The public expect us to protect them from harm. In the last five years of austerity, we have contracted and made significant efficiency savings without substantial reductions in policing quality. The only way we can address the new policing challenges with this smaller resource base is by transforming our*

approach to policing.

3. Policing Mission and Values 2020

- 3.1 *The mission of policing remains consistent, and is enshrined in the statement of common purpose and values, although how this will be interpreted in terms of priorities will change over time in response to external developments.*

The mission is;

- 3.2 *to make communities safer by upholding the law fairly and firmly; preventing crime and antisocial behaviour; keeping the peace; protecting and reassuring communities; investigating crime and bringing offenders to justice.*

4. What will change?

- 4.1 ***By 2020 local policing will be aligned, and where appropriate integrated, with other local public services to improve outcomes for citizens.***

We will do this by:

- *Ensuring policing is increasingly focused on proactive preventative activity as opposed to reacting to crime once it has occurred.*
- *Working with our partners to help resolve the issues of individuals who cause recurring problems and crime in the communities they live in; reducing the requirements that these people place on the public sector and policing specifically.*
- *Using an improved understanding of vulnerability, both in physical and virtual locations, as a means of improving and differentiating service and protection. This may mean moving away from neighbourhood policing as a universal service across all forces to one that is informed by the evidence of what works targeting vulnerability and areas of high need and demand.*
- *Supporting multi-agency neighbourhood projects that build more cohesive communities and solve local problems - it often will not be realistic for police to play the central role.*
- *Improving data access, sharing and integration to establish joint technological solutions and enabling the transfer of learning between agencies and forces so we can work more effectively together to embed evidence based practice.*
- *Moving towards a place-based approach with more multi-agency teams or hubs to tackle community issues that require early action by a range of agencies and organisations. The ability to move beyond isolated, service based practice and look across a 'whole place' to commission preventative services using pooled budgets.*
- *Working with partners to ensure their savings are structured in a way that does not impact on policing services.*

4.2 By 2020 specialist capabilities will be standardised and aggregated to maintain capability and resilience across policing to achieve greater agility when managing risk.

We will do this by:

- *Enhancing capability and achieving value for money by scaling up specialist capabilities and standardising force and individual functions where appropriate.*
- *Developing the way policing is structured so more specialist services are shared and delivered in the most effective way through national, cross-force or hub structures.*
- *Establishing a common methodology that recognises different threats, geographies and population densities to map resource against demand.*

4.3 By 2020 digital policing will make it easier and more consistent for the public to make digital contact, improve our use of digital intelligence and evidence and ensure we can transfer all material in a digital format to the criminal justice system.

4.4 By 2020 policing will be a profession with a more representative workforce that will align the right skills, powers and experience to meet challenging requirements.

4.5 By 2020 police business support functions will be delivered in a more consistent manner to deliver efficiency and enhance interoperability across the police service

4.6 By 2020 there will be clear accountability arrangements to support policing at the local, cross force and national levels.