

Briefing Note

Proposed Changes to City Police Structure – Leaders' Key Decision

1. Decision to be taken:

In response to proposals by Nottinghamshire Police to move to a thematic policing model and a reduction in the number of senior officers in the city, the following policy position is adopted by the City Council that:-

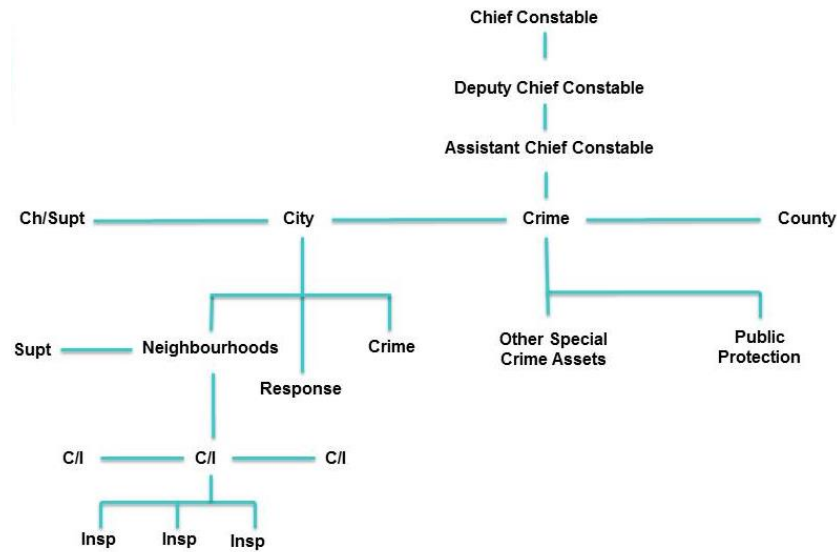
- (1) a geographic model of policing be maintained in consultation with the City Council that clearly reflects Nottingham's status as a Core City;
- (2) the City Division continues to be led by a Chief Superintendent responsible for the same areas of policing as under the current model;
- (3) the City Council lobby the Home Office, local MP's and the PCC in relation to the proposals.

2. Reason for Decision and background information

- 2.1 On 21st December 2015 Nottinghamshire, Leicestershire and Northamptonshire Constabularies announced the formation of a 'Strategic Alliance' between the three forces. The idea was initially discussed at the Nottinghamshire Police & Crime Panel In September 2015. At the December meeting, it was agreed that the 'proof of concept' work already undertaken was persuasive enough to allow the project to progress further.
- 2.2 The first phase of the alliance will look at early alignment across contact management departments by June 2017. It is anticipated that the full Strategic Alliance could be in place by 2020.
- 2.3 The Strategic Alliance agreed by the three forces envisages the making of substantial savings that will be invested in the priorities of the three local Police and Crime Commissioners.
- 2.4 The cumulative effect of these changes will be to rationalise the leadership of the three police forces within the alliance. This will involve the following:
 - (1) The number of Chief Officers within the Alliance is planned to reduce by seven from the number in 2010. The Home Office will not allow a reduction in the number of Chief Constables or Deputy Chief Constables;
 - (2) Roles which were previously performed by Assistant Chief Constables will be undertaken by Chief Superintendents. The number of Chief Superintendent posts in Nottinghamshire will be fewer than the number of Assistant Chief Constables in the force in 2010;
 - (3) Roles which were previously performed by Chief Superintendents will be undertaken by Superintendents. The number of Superintendent posts in Nottinghamshire will be fewer than the number of Chief Superintendents in the force in 2010;
 - (4) Similar reductions will be made in Chief Inspectors, Inspectors and Sergeants.
 - (5) The policing model in Nottinghamshire to be changed from geographic to thematic and the City Division to be merged with the County Division. The most dedicated senior officer in the city to be at the rank of superintendent.

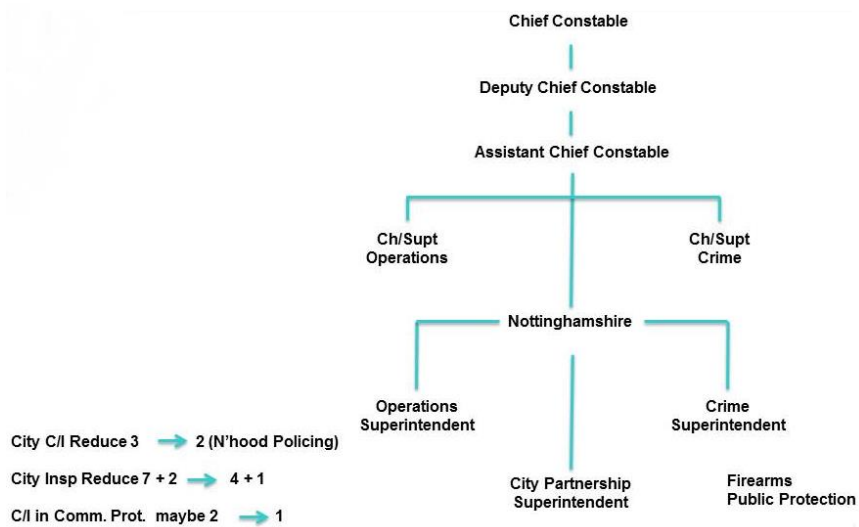
- 2.5 Collaborative policing has been in the East Midlands for over ten years and is governed by the following three principles:
- Local policing will remain local;
 - Collaboration in operations and non-operational support services will be sought;
 - The benefits and costs of working collaboratively will be shared between the five forces.
- 2.6 Collaborative policing can be split into two distinct areas:
- East Midlands Special Operations Unit- Serious organised crime, domestic extremism and terrorism, investigates major crime including homicides and kidnap;
 - East Midlands Police Collaboration Programme- Formed in 2007, identifies areas of policing that can be delivered jointly (2 up to 5 forces) to maximise effectiveness, to date these are; human resources, legal services, learning and development, collision investigation, information services and commercial activity.
- 2.7 Each collaborative project is formalised by the signing of a legally binding document as required by the Police Act 1996.
- 2.8 Agreements are binding contracts between forces. Each contract is unique and details the circumstances under which it can be terminated e.g. by mutual consent or by one party giving notice. Some contracts specify that certain costs need to be paid should one party terminate early
- 2.9 To date there are 16 agreements published on the [East Midlands Police Collaboration Programme](#) website. The majority of the agreements are from 2012 onwards.
- 2.10 The Strategic Alliance agreed by the three forces envisages the making of substantial savings that will be invested in the priorities of the three local Police and Crime Commissioners.
- 2.11 There are currently no plans to make further PCSOs compulsorily redundant. This will maintain the commitment to neighbourhood policing in the city.
- 2.12 In order to illustrate the impact of the proposed changes the current City Division policing model is shown in Figure 1 below. The proposed new model (unconfirmed and based on currently available information) is shown in Figure 2:

Figure 1: Current Policing Structure*



* Only City and Crime leg shown. Only Neighbourhoods shown for City. Each C/I has three inspectors.

Figure 2: Proposed Policing Structure (unconfirmed)*



- * Not clear if ACC will have geographic, thematic responsibilities or both in three force structure
- * Not clear on the precise role of the City Partnerships Superintendent as Public Protection will be a cross cutting theme.
- * Not clear who the City Partnerships Superintendent will be line managed by.
- * Reductions on left are in numbers of Chief Inspectors and Inspectors at Neighbourhood level and possibly Community Protection.
- * Firearms and Public Protection is for attention as additional officers need to be found for these roles (numbers not yet known).

2.13 As can be seen, under the proposed structure the City Division would cease to exist and the most senior officer in the city would be at the rank of Superintendent. This has clear implications for future policing capacity in the city.

2.14 The above should also be considered in the context of further cuts to the budget of the Police & Crime Commissioner from April 2016.

3. **Comparisons with other Core Cities**

3.1 Useful comparisons with policing arrangements in the other Core Cities can be drawn and these are highlighted below.

3.2 In common with the other Core Cities, Nottinghamshire Police currently operate according to a geographic model. The only exception to this is Liverpool, where plans are in place to move to a thematic model (similar to the proposed model for Nottinghamshire) from April 2016. Further details are given in Figure 3 below:

Figure 3: Police Force Operating Models: Core Cities*

Core City (Force)	Current Approach	Structure
Nottingham (Nottinghamshire)	Geographic	Chief Superintendent, Divisional Commander Chief Inspector for each locality
Leeds (West Yorkshire)	Geographic	Chief Superintendent, District Commander Neighbourhood Inspectors
Newcastle (Northumbria)	Geographic	Chief Superintendent, Area Commander Thematic Superintendents and Chief Inspectors
Manchester (Greater Manchester)	Geographic	Chief Superintendent, Divisional Commander Neighbourhood Inspectors
Liverpool (Merseyside)	Geographic (moving to thematic)	Chief Superintendent, Area Commander Neighbourhood Inspectors
Bristol (Avon and Somerset)	Geographic	Chief Superintendent, Area Commander Neighbourhood Managers (Sergeants)
Sheffield (South Yorkshire)	Geographic	Chief Superintendent, District Commander Three Superintendents ,Neighbourhood Inspectors
Birmingham (West Midlands)	Geographic	Chief Superintendents, North, East and West Commanders Neighbourhood Sergeants

** Chief Superintendent is a rank. Divisional Commander, District Commander and Area Commander are roles describing geographical responsibility.*

** The Geographic model is most common at the moment with typical hierarchical structure.*

** This chart is based on assessment from web sites and contact with core cities contacts. The structures as described are high level and simplistic as opposed to detailed and descriptive.*

3.3 Further comparisons with the other Core Cities in regard to crime show that Nottingham has significantly higher rates of crime, victim based crime and violent crime than the majority of the other cities in the group.

- 3.4 Nottingham has made significant progress in reducing crime in the last ten years; however, the city still suffers from proportionately higher levels of crime than a number of other Core Cities. A significant reduction in policing capacity in the city has the potential to seriously exacerbate this problem.
- 3.5 Equally, the City Council and police have made significant progress in breaking new ground in how local authorities and police forces can work together through Project Aurora. The City Council has invested substantial sums in this approach and this has allowed citizens to feel the benefit of more cohesive and seamless services. These arrangements came about primarily because of the level of crime and demand faced by Nottingham as a Core City. The proposed changes to the policing model put these achievements at risk and may place significant stress on the existing partnership arrangements.
- 3.6 To date the City Council have not been involved in the re-design of the local policing arrangements under the Strategic Alliance. Genuine involvement would provide the opportunity for the two organisations to work together to co-design the structures, processes and resources required to provide adequate policing for the citizens of Nottingham.
- 3.7 Given the above information it can be seen that the proposed changes to the city policing model have the potential to impact significantly on the safety, security and reputation of the City of Nottingham.
- 3.8 In the context of being one of England's largest cities and thus one of the largest economies outside London, the policing needs of the city are significant. This means that the needs of the city will need to be considered in their own right. The proposal that the new 'City Command' be led by a lower ranked post as opposed to a Divisional Commander does not recognise Nottingham's Core City status or its ongoing problems in relation to crime.
- 3.9 It is therefore proposed that the City Council position should be that of opposing these proposals and seeking to collaborate with Nottinghamshire Police in order to find a mutually beneficial way forward.