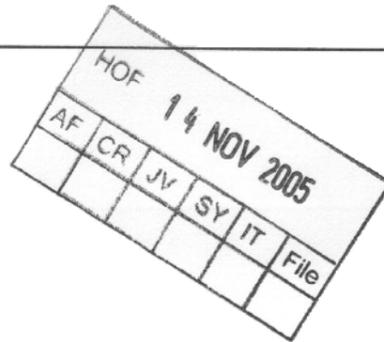




**NOTTINGHAMSHIRE  
POLICE AUTHORITY**

Mr P Murdoch  
Chief Executive  
Gedling Borough Council  
Arnot Hill Park  
Arnold  
Nottingham  
NG56LU



Chief Executive and Clerk  
to the Police Authority  
Simon Hobbs  
County Hall  
West Bridgford  
Nottingham  
NG27QP  
Telephone (0115) 977 3078 Fax  
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pnn.police.uk

11 November 2005

Dear Mr Murdoch

**Proposed Restructuring of Police Forces - Consultation invitation. Purpose**

The purpose of this letter is to seek the views and comments of your Council regarding the proposed restructuring of police forces in the East Midlands.

This issue was discussed at a Seminar held at County Hall on the 21st October, which some Chief Executives were able to attend. In addition some councils responded to an initial consultation exercise we conducted.

**Following a decision of the Home Office on the 9<sup>th</sup> November that further consideration should be given to either an East Midlands Strategic Force or Notts/Derbys and Lincs/Leics/Northants Strategic Forces we are now consulting further.**

**We are happy to receive your comments either in writing (as indicated at the end of this letter) or alternatively the Chairman of the Police Authority, the Chief Constable and myself would be happy to meet with you and your colleagues to discuss the issues further. The meeting would need to take place before the end of November to enable us to meet Home Office time scales.**

The Home Secretary requires all Police Authorities/Forces to explore regional options for change using criteria published by the Home Office. A very tight timescale for submission of reports was set. The final report is required by the 23rd December 2005. The requirements followed the Home Secretary's acceptance of the HMIC report; 'Closing the Gap' published September 2005. (Available at [www.homeoffice.gov.uk/hmic/new.htm](http://www.homeoffice.gov.uk/hmic/new.htm))

Much has been achieved in the region over the past few years, but the concern now is with the future and how the service adapts to protect the public from the changing threats in the 21st Century. The initial report starts from the assumption of continued commitment to local neighbourhood policing, but as laid out in the HMIC report, forces **do** need to adapt to tackle complex, volatile threats to individuals, neighbourhoods and businesses.

This process has therefore been driven by the need to improve protective services<sup>4</sup> across the region, both now and in the future. The five forces in the East Midlands do not fully meet the required standard in both level and range of protective services and recognise the need to reconsider how protective services are delivered. Given the design criteria (including a minimum of 4,000 officers or 6,000 total staff), the process adopted by the Home Office, the funding position in the region, and the low likelihood of additional funding becoming available, strategic forces are, in the Home Office's view, the logical solution.

An initial report has been prepared in line with the Home Office guidance and timescales, and this will be further developed in November and December. The draft report contains the required 'long list' of options for revised force structures within the region, and presents an analysis of those options together with a short list of options for further consideration and report.

All five Forces and Authorities are working together and have agreed a structure comprising a Strategic Board with five Chief Constables and five Chairs of Police Authorities, and attended by Clerks as appropriate. A Review Team has been established to plan and undertake the various tasks required. The Strategic Board has agreed the findings of the Review Team set out below.

### Option Identification and Discounting

Given the number, size and geography of forces within the East Midlands region, there were relatively few options that were geographically logical and that met or came close to the staffing levels laid out in the HMIC report 'Closing the Gap'.

There were judged to be four possible options effectively creating 7 potential police forces:

Option		Police Officers*	Police Staff*	Total Staff*
1	Regional Force (all five counties)	9,438	5,167	14,605
2a	Derby Lincs and Notts	5,838	3,161	8,999
2b	Leics and Northants	3,600	2,006	5,606
3a	Lincs and Notts	3,756	1,996	5,752
3b	Derby Leics and Northants	5,682	3,171	8,853
4a	Derby and Notts	4,604	2,438	7,087
4b	Leics, Lincs and Northants	4,834	2,684	7,518

\* Staff numbers correct as at March 2005 as per Home Office Guidance.

4

These have been grouped under seven headings as follows: counter terrorism and extremism; serious organised and cross border crime; civil contingencies and emergency planning; critical incident management; major crime; public order; and strategic roads policing i.e. those services where the public depend on police otherwise known as Level 2 services.

The four options considered at the early stage were further assessed using the guidance and toolkit provided by the Home Office. I enclose a copy of the detailed business case submitted to the Home Office. You will appreciate that the business case covers potentially sensitive material and I would be grateful if you would have regard to this in deciding how far to circulate this detailed document.

After detailed examination and evaluation, the Home Office has indicated, that two options should be further explored;

1. A five-force option (Option 1) and
2. A dual force structure, Derbyshire and Nottinghamshire (Option 4a) and Lincolnshire, Leicestershire and Northamptonshire (Option 4b).

The methodology used was to assess the viability of each option to support the delivery of protective services to nationally accepted standards (determined by ACPO and HMIC). An expert panel of senior managers who have professional knowledge of the protective services assessed this area. The predicted performance for each change option, rationale and evidence was also formally assessed and scored against a set of predetermined attributes. The rationale and evidence behind each of the allocated scores is fully documented.

The scores were as follows

	Option 1	Option 2		Option 3		Option 4	
	1	2a	2b	3a	3b	4a	4b
	Regional	Der, Linc, Notts	Leics, N'nts	Lincs, Notts	Der, Leics, N'nts	Der, Notts	Leics, Lincs, N'nts
Strategic Scores (out of 700 max)	565	332	264	258	336	309	322
Organisational (out of 100 max)	69	48	41	33	48	58	46

Summary

**Option 4** is a possible option; it produces two balanced forces and is not as far reaching or as expensive as Option 1. The level of collaborative arrangements required by the two forces is not yet clear.

**Option 1** is a viable option, and produces the strongest force, able to deliver protective services to national standards, continue to support local policing, and reinforce and develop the organisation for the future. The high level of start up costs may make this option unaffordable without additional funding.

*(Options 2 and 3 are not feasible as they create two unbalanced forces, which are unable to deliver the protective services to national standards, and may adversely impact on the delivery of other services and result in parts of the region receiving a lower level of service.)*

The East Midlands region would have liked the freedom to examine and evaluate options that included forces from outside the region. This reflects the views received from the public, and will continue to present a challenge to the review and any subsequent implementation. The Home Office guidance has meant that many potential options have not been explored.

The Home Office design criteria are;

- . Size and capacity,
- . Capability to address volume crime and provide protective services
- . Criminal markets/Cross border criminality
- . Geography
- . Co- Terminosity with partners boundaries
- . Identity
- . Command and control and accountability
- . Performance
- . Costs and efficiency

### **Consultation with yourselves as partners**

The Nottinghamshire Police Authority met on the 20th October to consider the recommendation from the Strategic Board that options 1 and 4, (a) and (b) be put to the Home Office.

The Police Authority accepted that this should be done but expressed the following reservations as to the process that it had been asked to follow;

The Authority wishes to emphasise that it had been required to carry out the assessment according to the method and criteria prescribed by the Home Office.

It was satisfied that the two options identified had been properly selected in accordance with this process. It did however have serious reservations as to the criteria it had been required by the Home Office to apply: in particular that the criteria did not take sufficient account of accountability, identity and governance issues.

The Authority was also concerned at the potential costs involved in establishing strategic forces and the potential effect on the precept level.

The Home Office process did not permit sufficient time for proper consultation to take place.

Although it had agreed to the short-listing of forces the Authority wished to see a protective services/organisational and cost analysis of retaining Nottinghamshire as a single force with appropriate collaborative or federated structures without this being precluded by reason of not reaching the indicated minimum size.

The costs of the existing structure should be compared to the cost of establishing strategic forces.

The short timescale set by the Home Office is such that your comments and any evidence you wish to bring to the attention of the Project team are invited by November 30th 2005.

## What are we consulting about now?

It is suggested that you may wish to formulate any response by reference to the questions set out below. 1.

Does your organisation wish to indicate a preferred option?

2. Is there any option that you would **not** wish to see progressed?

3. Does your organisation wish to see the current policing structure remain unaltered?

4. Could you give us reasons for your preference(s)?

5. Looking at the business case are you able to provide any evidence or sources of information that should be taken into account of in evaluating the options further?

6. In particular do you wish to supply any evidence or sources of information in relation to the following criteria?

- Co- Terminosity i.e. the extent to which your agency's boundaries would be affected by any of the options.
- Identity i.e. the extent to which in your view any of the options would build on strong historical or regional identities
- Accountability i.e. the extent to which you consider that the effectiveness of governance arrangements would be affected by the option(s) chosen.
- Performance both in respect of volume crime and protective services

7. Are there any other comments on the business case you wish to make?

Responses;

Please e mail response to Simon Hobbs, Chief Executive/Clerk to Nottinghamshire Police Authority by **Wednesday 30th November 2005.**

Address; [simon.hobbs@nottinghamshire.pnn.police.uk](mailto:simon.hobbs@nottinghamshire.pnn.police.uk)

Or write to; Nottinghamshire Police Authority, County Hall, West Bridgford, Nottingham, NG2 7QP. Please

contact the Police Authority if you would like to take up the offer of a meeting to discuss the issues further.

Thank you.

Yours sincerely

**Chief Executive/Clerk Nottinghamshire  
Police Authority**

Enc.

**Chief Executive**

Civic Centre, Arnot Hill Park  
Arnold, Nottingham NG5 6LU

Mr S Hobbs  
Chief Executive/Clerk Nottinghamshire  
Police Authority  
Nottinghamshire Police Authority  
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***Please ask for Mr Murdock***

Our Ref: PM/CM  
Your Ref: Simon Hobbs

Date: 17 May 2005

Dear Mr Hobbs

**Re Proposed Restructuring of Police Forces**

Thank you very much for your letter of 11 November 2005 seeking this Council's views with regard to the proposed restructuring of Police Forces in the East Midlands. Unfortunately, the very short timescale given for responses has meant that it has not been possible for the Council to have a proper debate about the issue, but I am grateful for the effort which you have made over the past few weeks to alert us both to the Home Secretary's requirements and to the work being done in the East Midlands to identify options - this has made it easier for me to take some soundings within the Council in order to inform this response.

We would find it difficult to argue with the conclusions of HMIC that relatively small police forces have a capacity problem which has an adverse impact particularly on their ability to meet the required standard in the level and range of the protective services which are listed in your letter. Looking at the two options identified within the East Midlands, it is difficult to avoid the conclusion that a single police force for the East Midlands is to be preferred in both performance and cost terms (the issues of greatest concern in practice to the public). The fear with Option 4 is that, since it barely meets the minimum criteria set by the HMIC and the Home Office and comes out with a significantly lower score in the evaluation methodology than Option 1, would not provide a sustainable long-term solution to the handling of strategic policing issues within the Region. Neither option would raise any co-terminosity issues for Gedling.

One of the most important issues for Gedling is the continued commitment to local neighbourhood policing to which HMIC refer and which is mentioned in your letter. In practice, although counter-terrorism, organised crime, emergency planning, major crime and public order are critical issues which matter to all of our citizens, the issues which are most likely to affect them in their daily lives are the high volume, local crime issues such as burglary, local disorder, car crime and anti-social behaviour. Provided the ability of Local Crime and Reduction Partnerships to focus on these issues with the active involvement of strong and locally-based basic command units is not undermined, then we would be happy to support a move towards a single Regional Police Force.

It is at this level that that the issue of co-terminosity becomes most important and we would urge that it is critical that the current BCU structure in Nottinghamshire be retained and that the abilities of the current BCU's to plan and work locally with CDRP's such as Gedling be protected and where possible enhanced. We would be most concerned if any strategic re-organisation of the police force or any new police force arising out of this re-organisation were to bring about a

dismantling of the current BCU structure or a move towards larger or non-coterminous BCU's. It is the preservation of the current BCU structure which will secure satisfactory co-terminosity as well as building on strong local identities, accountability and performance with regard to volume of crime.

I hope that this is helpful. Please do not hesitate to contact me again if you would like any further views or information.

Yours sincerely

**P MURDOCK  
CHIEF EXECUTIVE**