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**A REPORT ON THE REVIEW OF  
NOTTINGHAMSHIRE POLICE'S CAPACITY  
AND CAPABILITY IN TACKLING MURDER AND  
OTHER SERIOUS CRIMES**

BY

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## **1 INTRODUCTION**

1.1 This report provides an update on the recommendations arising from the review of Nottinghamshire Police's capacity and capability to tackle homicide and other serious crime submitted on 4th April 2005. (The Executive Summary of this review including the recommendations is available on the HMIC website).

1.2 Interviews have been conducted with key individuals and evidence supporting the conclusions is provided by Deputy Chief Constable Sims of West Midlands Police, seconded as Strategic Advisor to Nottinghamshire Police between 12th April and 8th July 2005.

## **2 SUMMARY**

2.1 Real progress has been made in developing Nottinghamshire Police's capability to handle the murder and organised crime challenge they face. A number of law enforcement agencies, e.g. Serious Organised Crime Agency – Designate (SOCA (Designate)); government agencies including Government Office East Midlands (GOEM); and non - police agencies e.g. Nottingham City Council, have been actively supportive in this process. This progress includes: a practical plan to improve the serious crime capability within the year; an accountability framework for more serious criminality agreed with Nottinghamshire Police Authority (NPA); and the first meeting of a joint Tasking and Co-ordinating process involving Nottingham City Council (the Police and other key agencies looking together at the full range of criminality in the City on 29th June). However, to sustain the momentum of improvement and provide the strong service that the citizens of Nottinghamshire need, the force will have to continue to advance simultaneously on a number of fronts during the next year. Seven critical aspects of development have been identified which will be revisited in January 2006. Substantial practical advancement on all of those issues will be essential for the force to be considered efficient and effective at that point in time.

## **3 REPORT TO HOME SECRETARY**

3.1 An initial report and recommendations was provided to the Home Secretary on 4th April 2005. This followed his request for the Inspectorate 'to review urgently Nottinghamshire Police's capacity and capability in tackling murder and other serious crimes'. This arose from reports in the media that the Chief Constable of Nottinghamshire believed that his force was in a 'long-standing crisis' with the number of homicides they were experiencing in the first few weeks of 2005.

3.2 A number of bodies have given support to the force since the 4th April 2005. The Police Standards Unit (PSU) has provided both personnel and finance and without their assistance the current level of progress would simply not have been possible. The Association of Chief Police Officers (ACPO) National Homicide Working Group supplied a team of professionals from Durham Constabulary, Police Information Technology Organisation, Greater Manchester Police, Staffordshire Police, Metropolitan Police Service to analyse the pattern and progress of handling of

murder within the force. SOCA (Designate) have analysed the organised crime threat and helped propose a way forward. Merseyside Police have mentored key staff in the expansion of intelligence capabilities. Finally, Deputy Chief Constable Chris Sims has been seconded from West Midlands Police between 12th April and 8th July 2005 and has made an outstanding contribution as strategic advisor to the Nottinghamshire Chief Officer team.

#### **4 PROGRESS TO 4th JULY 2005**

Current progress is outlined below in relation to the 7 recommendations:

4.1 **Recommendation 1 – Serious Organised Crime Agency (Designate).** The National Criminal Intelligence Service presented their Nottinghamshire serious and organised crime assessment on the 23rd May 2005. All elements of SOCA (Designate) and Nottinghamshire Police agreed operational actions including the establishment of an intelligence hub to meet the demands of Level 2 criminality.

4.2 **Recommendation 2 – Secondment to ACPO Team.** Deputy Chief Constable Sims of the West Midlands Police was seconded as Strategic Advisor on 12th April 2005. He has continued to be a powerful, personable catalyst for action during this secondment, enjoying a good working relationship with the Nottinghamshire ACPO team.

4.3 **Recommendation 2a – Portfolio Rationalisation.** The structure and content of the command team portfolios has been reworked and crime operations placed under the control of a single Assistant Chief Constable as of 1st May 2005.

4.4 **Recommendation 2a – HQ/BCU Relationship.** The BCU commanders and other senior management team members have been fully engaged in the strategic planning of the 'From Better to Best' programme. The introduction of regular, minuted meetings between the Chief Officers and the BCU Commanders / Heads of Department is a positive step.

4.5 **Recommendation 2b – Murder Response.** The ACPO Homicide Working Group review team found opportunities to restructure. The establishment of four new dedicated murder investigation teams with research and analytical capability has been approved. The role of Director of Intelligence has been upgraded to Chief Superintendent and a National Intelligence Model advisor has been introduced to quality assure the developing plans.

4.6 **Recommendation 2c – Review of Resources.** Opportunities for better focus of existing resources have been identified within shift patterns and custody arrangements. Creation of a Level 2 Task Force and Intelligence Section has been authorised to impact serious and organised crime.

4.7 A special grant bid has been made for an overspend of £980K relating to Operation Rendition (a large scale manhunt for two alleged murderers carried out in open country involving mutual aid). An earlier larger claim was revised when an external report indicated that Nottinghamshire Police resources are healthier than

previously thought, however the additional cash costs should be considered exceptional and ideally covered by special grant. In discussion on this issue, the Police Authority have indicated they would dedicate any underspend on improving the force Level 2 capacity.

4.8 **Recommendation 3 – Medium Term Plan** The Force have developed a strategic plan to win badged ‘**From Better to Best**’ seeking to become one of the top ten forces in the country within the next five years. It has been accepted by the Police Authority and includes four key areas of operational priority: reducing acquisitive crime; controlling serious and organised crime; tackling violence and anti-social behaviour; and dealing with neighbourhood policing. The PSU provided communication consultancy, which assisted the launch on 22nd June 2005.

4.9 **Recommendation 3 – Governance of Level 2 Crime.** The Police Authority proposed ideas to provide the level of information necessary to perform their role. This along with a framework assembled by HMIC from examples around the country has been agreed by the Police Authority. It has also been accepted in principle at Police Performance Steering Group and development supported by Association of Chief Police Officers and Association of Police Authorities. Further progression of Level 2 measures for comparative use has been revitalised.

4.10 **Recommendation 4 – Critical Incident Training.** A previously developed training exercise will be delivered through Centrex to the command team, senior managers and partners between 29th and 31st July 2005. A roll out of critical incident training appropriate to other ranks will continue to March 2006.

4.11 **Recommendation 5a – Director of Human Resources.** The Police Authority and the Chief Constable, with the support of PSU, pursued the appointment of a professionally qualified Director of Human Resources at Chief Officer level. The post has been nationally advertised and received significant interest. Interviews for candidates will take place on 7th and 8th July 2005.

4.12 **Recommendation 5b - Major Incident Room Accommodation.** The estate has been reviewed and a fully functional MIR capability is now provided at West Bridgford and Mansfield with a third MIR prioritised for urgent completion at Radford Road, Nottingham. Contingencies have also been identified at 2 other locations for smaller enquiries. There is a high likelihood of success of this being completed within 12 months.

4.13 **Recommendation 6A – Partnership Agreement.** Relationships have improved through the introduction of a new Press Protocol, agreed between Nottinghamshire Police, the Police Authority and Nottinghamshire City on the 18<sup>th</sup> May 2005. Early reports from partners indicate a far more constructive relationship, and a more measured approach in conducting business with the media.

4.14 A Superintendent has been seconded to work alongside the Director of Community Safety in the City Council. Tasking and co-ordinating structures providing for joint, timely, practical action have been initiated with the City and other partners commencing with a meeting on 29th June 2005. Helpfully, the Crime and Disorder Reduction Partnership (CDRP) and Drug Action Team (DAT) have linked

together instead of operating separately. The new CDRP core group structure now includes the Police Authority representation. Monthly executive meetings between the Chief Constable with the City Council Leader and Chief Executive are now the norm. The partnership has started to actively consider Level 2<sup>1</sup> issues affecting the City with the development of a multi-agency gun, weapon and drug related violence strategy launched on 27th June 2005.

**4.15 Recommendation 6B – Support for BCU.** Arrangements are being finalised to develop a mentoring plan for the new BCU Commander. This mentor is a colleague of the same rank who has faced similar challenges in another big-city environment.

## **5 THE NEXT STEPS**

5.1 After the turbulence associated with the Chief Constables' interviews with the one newspaper and subsequent speculation, the process of putting the organisation back on track is underway. Over the past few years this organisation has faced a challenging mix of criminality and public concern more often associated with larger urban forces than Shire counties. The progress made in the reshaping and redirecting of resources is to be welcomed and it owes a great deal to the openness of the chief officer team and the wide-ranging expert support provided. It represents a necessary part of the way forward but is not sufficient, in itself, to deal with the current challenge of Nottinghamshire. Momentum needs to be sustained, without this degree of intensive support, to provide the strength of police service that the people of this county require. With the assistance of Nottinghamshire Police and principal partners, a number of key issues, which must be operationalised within the next 12 months, have been identified. If implemented successfully, this will substantially strengthen the Forces' capacity to deal with emerging criminality. They are set out below:

### **i) Delivery**

The extent to which objectives and targets, owned by Command Team members in their plan entitled 'From Better to Best', are implemented and begin to deliver positive performance outcomes.

The likely impact of these objectives on the overall reputation of the force.

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<sup>1</sup> The National Intelligence Model identifies three levels of criminality. These are:

*Level 1:* Local issues – usually crime, criminals, anti-social behaviour and a concomitant need for reassurance – that can be managed within a Basic Command Unit (BCU).

*Level 2:* These are cross-border issues; usually the actions of organised criminality, major incidents and events affecting more than one BCU and potentially across boundaries into neighbouring forces. This can also include issues of wider public disquiet, not withstanding that the original incident might otherwise be categorised as 'Level 1'.

*Level 3:* Serious and organised crime; terrorism or other extremist activity operating on a national or international level. This can also include major incidents, events and other issues of widespread national concern, often with national media coverage, that can seriously undermine confidence on a wider scale.

**ii) Performance**

The commitment within the 'From Better to Best' programme to strike a consistent balance between performance against Volume Crime, Serious Crime and the response to the Citizen Focus agenda.

The prospects for continuing improvements against all relevant performance targets.

**iii) Proactivity**

The force's ability to understand and respond to future challenges that result from national policing developments and local policing priorities.

The development of a controlled operational environment that builds capacity to provide a flexible, proactive operational and a management response at level 1 & 2.

**iv) People**

The extent to which 'From Better to Best' is based on shared leadership and beliefs by the Chief Officer Team with the Superintendents and senior police staff of the force working together to shape and deliver force priorities.

Clear control, within transparent HR principles, of the current and future deployment of senior staff and evidence of succession planning.

**v) Resources**

A well grounded understanding of the current pattern of resource distribution and utilization across the force

The willingness within 'From Better to Best' to be bold and imaginative in resource allocation decisions.

**vi) Partnership**

A climate of mutual respect and shared learning existing between the force and key partners;

Progress in developing active partnerships that contribute to improved community safety and the joint management of operational risks.

**vii) Risk Management**

Processes to forecast, identify and evaluate organisational risk at the highest level of the force;

Clear steps to manage these risks within and beyond the force.

5.2 It is my belief that if these issues are pursued as outlined above and implemented successfully then Nottinghamshire Police will make a strong start in their long-term ambition to make their force one of the best in the country. There is much to do and their conventional sequential change programme will be inadequate to move the organisation forward. Simultaneous change on a range of issues will be required. It will be a testing process for Nottinghamshire Police and their Police Authority. It is extremely important for the public of Nottinghamshire that they are successful. With that in mind these issues will be inspected in depth in January 2006 and significant visible progress will be necessary for the force to continue to be regarded as an efficient and effective public body.

5.3 The re-visit has been set for January 2006 to allow sufficient period, two quarters for the progress commenced thus far to be developed in that the delivery mechanisms are all operating and starting to yield practical results across all fronts.