



## Issue Report

Agenda Item: 5i

<b>Subject:</b>	Serious & Complex Crime - Implementation
<b>Chief Officer Sponsor:</b>	ACC Jacques
<b>Author:</b>	Ch. Supt. Critchley
<b>Date:</b>	4 <sup>th</sup> September 2015

Meeting:	Date:	Location:
<b>Tactical Management Board</b>	11 <sup>th</sup> September 2015	Connolly Room
<b>Strategic Management Board</b>	25 <sup>th</sup> September 2015	Connolly Room
<b>Joint Management Board</b>	30 <sup>th</sup> September 2015	County Hall Preston

### Background

At the July 2015 BMM meetings, recommendations from the Serious and Complex Crime review were approved. Approval is sought this month for the Implementation Plan and Operating Models for SOMU & OCAIT. We are also resubmitting the Detailed Business Case due to a slight amendments to current and proposed structures for PPU and the migration chart.

### Considerations for the Board

There are 25 recommendation to be implemented:

Rec No	Recommendation Description	Full Year benefit	Net Recurring Saving		Implementation Costs (one off)		Status RAG
			Revenue	Capital	Revenue	Capital	
3.1.0	SMT restructure for BCU and HQ Crime	01/01/16	-£168,000				Green
3.1.2	ICS - Restructure of Financial Investigation and Fraud	2016/17	£24,000		- £26,000		Green
3.1.3	ICS - Restructure of Dedicated Source Unit (DSU)	2016/17	£453,000				Amber

NOT PROTECTIVELY MARKED

3.1.6	ICS - Restructure of Specialist Operations	2016/17	£155,000				Amber
3.1.7	Level 2 - Restructure of Serious & Organised Crime Unit (SOCU) and Covert Development & Surveillance Unit (CDSU)	2016/17	£1,274,000				Amber
3.1.8	SSD - Senior Management Restructure (includes on-call savings) - Supt post included in overarching recommendation.	2017/18	£97,000				Amber
3.1.9	SSD - CSI Management Restructure	2016/17	£10,000				Green
3.1.10	SSD - CSI Structure (£18k of £181k saving delayed until FY 17/18 due to potential allowance protection)	2016/17	£181,000				Amber
3.1.11	Redesign the Fingerprint Weekend Working and On-Call Service	2016/17	£1,000				Green
3.1.12	SSD - Reduce the number of collections by Key Forensics	2016/17	£15,000				Green
3.1.13	SSD - Reduction in the DNA Budget	2016/17	£50,000				Green
3.1.15	FMIT - Reduce the 8 x DS Action Managers to 6.	2016/17	£113,000				Amber
3.1.16	FMIT - Reduce the 19 x DC Enquiry Officers to 15.	2016/17	£204,000				Amber
3.1.17	FMIT - Disestablish the 2 x DC Exhibits Officers, and increase the LC6 Exhibits Officers from 2 to 3.	2016/17	£74,000				Green
3.1.19	PPU - To establish 3 x dedicated Sexual Offender Management Unit (SOMU) aligned to 3 x BCU	2016/17	£63,514				Amber
3.1.22	PPU - Restructure of MASH, Safeguarding within Compliance department	2016/17	£74,000				Green
<b>Totals (£108k of £2,802,000 savings delayed until FY17/18)</b>			<b>£2,620,514</b>			- £26,000	

Reinvestment Areas

Rec No	Recommendation Description	Full Year	Net Recurring Cost		Implementation Costs (one off)		Status RAG
			Revenue	Capital	Revenue	Capital	
3.1.1	ICS - Restructure of Intelligence Hub, PND Bureau, Sensitive Intelligence Unit and Analytical Support	2016/17	-£32,000				Green
3.1.5	ICS - Restructure of Digital Media Investigation Unit (DMIU)	2016/17	-£254,000		-£61,000		Green
3.1.21	PPU - To implement a structure within BCU to manage MAPPA Category 2/3 (Violent) – Level 2 and Level 3	2016/17	-£51,000				Amber
3.1.23	PPU - Establish 3 x LC 7 Domestic Violence Protection Officers (DVPO)	2016/17	-£93,000				Green
3.1.24	PPU - Establishment of 3 x CSE teams to mirror BCU Configuration	2016/17	-£73,000				Green
3.1.25	PPU - Establishment of OCAIT structure	2016/17	-£288,000				Green
Totals			<b>-£791,000</b>		<b>-£61,000</b>		

Impact Assessment

NOT PROTECTIVELY MARKED

Does this issue have implications in respect of the Constabulary's statutory obligations under:

- i. the Equality Act 2010 (i.e. to consider impact on protected groups ) No
- ii. EU Data Protection Regulations (i.e. to protect the privacy of individuals in respect of the collection, use and disclosure of information) No

If yes, the relevant impact assessment form must be completed and attached. These can be found on the BMM resource page.

**Costs** (Outline the resource implications of implementing this proposal, e.g. staff, training, accommodation etc.)

	Imp'n costs	Part year savings	Full year savings
Total recurring savings FY 2016/17			1,692,551
Total recurring savings FY 2017/18			105,463
Total recurring savings FY 2018/19			31,500
Total part year costs FY 2015/16		-199,250	
Total part year savings FY 2016/17		21,750	
Total Implementation Cost (incl worst case redundancy costs/pension strain)	-1,521,883		
<b>Totals</b>	<b>-1,521,883</b>	<b>-177,500</b>	<b>1,829,514</b>

**Risks** (Explain the risks to the Constabulary of implementing / not implementing this proposal)

T The risks associated with these recommendations are highlighted Detailed Business Case.

**Consequences** (Explain the outcome(s) for the Constabulary of implementing / not implementing this proposal)

Should the Constabulary proceed with this implementation, then it will realise the projected savings and establish any new structures and working conditions.

By not implementing this proposal, it will be necessary to achieve the shortfall in savings from the other areas of the Constabulary.

**Timescales**

The implementation is expected to be fully implemented by 01/04/2017.

**Decisions and Actions** (as taken at relevant Board meeting)

Tactical Management Board

**Strategic Management Board**

**Joint Management Board**

**High level imp plan - Serious and Complex Crime 2015**

Rec No	Recommendation approved at BMM (OR report numbering)	Theme	Functional Area/Inter-dependency	Activity Number	Activity	Start Date (Or anticipated duration in working days)	No later than Date	Risk (L/M/H)	Lead Person	Actionee	Finance			Completed? Yes/No
											cost	savings		Notes on progress
											Imp'n costs	Part year savings	Full year savings	
Overarching	<b>SMT restructure for BCU and HQ Crime</b> 1 x Detective Superintendent Detective Chief Inspector	People	HR	A1-A2	This will be facilitated through the HR process including consultation with Staff Associations, staff consultation meeting, one to one meeting with staff if appropriate. Reference to redeployment and police officer matrix as appropriate.	07/08/2015	01/01/2016	L	DCS Critchley	DCI Ashton	0	-60,500	-168,000	
3.1.1	<b>Restructure of the Intelligence Hub, PND Bureau, Sensitive Intelligence Unit and Analytical Support</b> •Disestablish 1 x Senior Intelligence Analyst LC9-10 •Disestablish 1 x Systems Administrator LC7 •Disestablish 1 x PND Bureau Team Leader LC6 •Disestablish 3 x PND Operator LC5 •Disestablish 1 x Admin Support, Confidential Unit LC2-4 •Establish 1 x Detective Sergeant, Force Intelligence Bureau •Establish 3 x Detective Constable, Force Intelligence Bureau	People	Estates, HR, ICT	R1A1-R1A98	All four units/departments will be merged into the Force Intelligence Bureau to increase resilience, capacity and capability.  This will be facilitated through the HR process including consultation with Staff Associations, staff consultation meeting, one to one meeting with staff if appropriate. Reference to redeployment and police officer matrix as appropriate.	07/08/2015	01/04/2016	L	DCS Critchley	Ian Billsborough	0	-57,500	-32,000	Job description of PND Bureau and Team Leader has been produced and subject of job evaluation. This post has been graded as LC6-7.
3.1.2	<b>Restructure of Financial Investigation and Fraud</b> •Disestablish 5 x Detective Constable Level 2 •Disestablish 2 x Financial Intelligence Officer LC6 •Establish 1 x Detective Constable ECU (HQ) •Establish 1 x Detective Constable Level 2 East •Establish 1 x Detective Constable Level 2 South •Establish 1 x Detective Constable Level 2 West •Establish 1 x Financial Intelligence Officer East LC6 •Establish 1 x Financial Intelligence Officer South LC6	People	Estates, HR	R2A1-R2A54	Both departments will be merged to form the Economic Crime Unit and become the focal point of all financial investigations and serious fraud enquiries.  This will be facilitated through the HR process including consultation with Staff Associations, staff consultation meeting, one to one meeting with staff if appropriate. Reference to redeployment and police officer matrix as appropriate.	07/08/2015	01/04/2016	M	DCS Critchley	Det Insp Kane	-26,000	0	24,000	
3.1.3	<b>Restructure of Dedicated Source Unit (DSU)</b> •Disestablish 3 x Detective Inspector 'Controller' •Disestablish 3 x Detective Sergeant 'Source Manager' •Disestablish 6 x Detective Constable 'Handler' •Establish 1 x Detective Inspector 'Unit Head' •Establish 3 x Detective Sergeant 'Controller'	People	HR	R3A1-R3A52	The CHIS Controller role will be devolved to the rank of Detective Sergeant and the numbers of Handlers will reduce. This will be facilitated through the HR process including consultation with Staff Associations, staff consultation meeting, one to one meeting with staff if appropriate. Reference to redeployment and police officer matrix as appropriate.	07/08/2015	01/04/2016	M	DCS Critchley	Det Supt Leveridge	0	0	453,000	
3.1.5	<b>Restructure of the Digital Media Investigation Unit (DMIU)</b> •Disestablish 4 x Phone Examiner LC6 •Disestablish 1 x Multi Media Officer LC7 •Disestablish 1 x Digital Forensics Officer LC5 •Disestablish 6 x Digital Media Officer LC4-5 •Disestablish 1 x Telephony Officer LC5 •Disestablish 2 x Computer Technician LC7	People	Estates, HR, ICT	R5A1-R5A41	The DMIU will see the number of post grow in order to deal with the changing nature of crimes and methods of investigation. This will be facilitated through the HR process including consultation with Staff Associations, staff consultation meeting, one to one meeting with staff if appropriate. Reference to redeployment and police officer matrix as appropriate.	07/08/2015	01/04/2016	L	DCS Critchley	Det Insp Stables	0	-16,500	-254,000	Job description of Digital Media Supervisor has been produced and subject of job evaluation. This post has been graded as LC6-7.
3.1.6	<b>Restructure of Specialist Operations Undercover Advanced</b> •Disestablish 1 x Detective Sergeant Level 1 U/C •Disestablish 2 x Detective Constable Level 1 U/C	People	HR	R6A1-R6A3	The Level 1 Undercover structure will be disestablished.  This will be facilitated through the HR process including consultation with Staff Associations, staff consultation meeting, one to one meeting with staff if appropriate. Reference to redeployment and police officer matrix as appropriate.	07/08/2015	31/03/2016	M	DCS Critchley	Det Insp Carlton	0	0	155,000	
3.1.7	<b>Restructure of the Serious &amp; Organised Crime Unit (SOCU) and Covert Development &amp; Surveillance Unit (CDSU)</b> •Disestablish 1 x Detective Inspector SOCU •Disestablish 1 x Detective Sergeant SOCU •Disestablish 5 x Detective Constable SOCU •Disestablish 1 x Detective Inspector CDSU •Disestablish 1 x Detective Sergeant CDSU •Disestablish 8 x Detective Constable CDSU •Disestablish 5 x Police Constables CDSU •Disestablish 1 x Disclosure Officer LC7	People	HR	R7A1-R7A109	The CDSU will be reduced and rebranded as the Force Surveillance Unit and the number of SOCU syndicates will be reduced to one.  This will be facilitated through the HR process including consultation with Staff Associations, staff consultation meeting, one to one meeting with staff if appropriate. Reference to redeployment and police officer matrix as appropriate.			M	DCS Critchley	Det Supt Halstead	0	0	1,274,000	SOCU Admin job description has been produced but the grade of the post has not yet been agreed,
3.1.8	<b>Senior Management Restructure</b> •Disestablish 1 x Scientific Support Manager LC15+ •Disestablish 1 x Chief Fingerprint Officer LC12 •Disestablish 1 x Principal Fingerprint Officer LC11 •Establish Detective Superintendent as head of SSD (shared 50/50 with SOCU) •Establish 1 x Forensic Services Manager LC13 •Establish 1 x Fingerprint Unit Manager LC11	People	HR	R8A1-R8A8	A Detective Superintendent will become the head of SSD who will support the Forensic Services Manager. Managers in the Fingerprint Unit will be reduced to one.  This will be facilitated through the HR process including consultation with Staff Associations, staff consultation meeting, one to one meeting with staff if appropriate. Reference to redeployment and police officer matrix as appropriate.	07/08/2015	31/12/2016	M	DCS Critchley/Dr Mashiter	Dr Kath Mashiter		21,750	97,000	Job descriptions for the new Forensic Services Manager and Fingerprint Unit Manager posts have been created and subject of job evaluation. The Forensic Services Manager has been graded as LC13 and the Fingerprint Unit Manager has been graded as LC11.  £10k FY16/17 £87k FY17/18 (Head of SSD on call protections, Dec 2016) £21.7k part year saving FY16/17
3.1.9	<b>CSI Management Restructure</b> 1 x Principal CSI (Technical) LC11 Principal CSI (Performance) LC11 Scene Investigation Unit Manager LC11 •Establish 1 x Quality Manager LC9	People	HR	R9A1-R9A6	A single CSI Unit Manager will become the head of CSI. A Quality Manager will be appointed to maintain and extend the scope of accreditation within SSD and DMIU.  This will be facilitated through the HR process including consultation with Staff Associations, staff consultation meeting, one to one meeting with staff if appropriate. Reference to redeployment and police officer matrix as appropriate.	07/08/2015	01/04/2016	L	Dr Kath Mashiter	Dr Kath Mashiter		-10,500	10,000	Job descriptions for the new Crime Investigation Unit Manager and Quality Manager have been created and subject of job evaluation. The Crime Investigation Unit Manager has been graded as LC11 and the Quality Manager has been graded as LC9.



**High level imp plan - Serious and Complex Crime 2015**

Rec No	Recommendation approved at BMM (OR report numbering)	Theme	Functional Area/Inter-dependency	Activity Number	Activity	Start Date (Or anticipated duration in)	No later than Date	Risk (L/M/H)	Lead Person	Actionee	Finance			Completed? Yes/No
											cost	savings		
3.1.21	<b>To implement a structure within BCU to manage MAPPAs Category 2/3 (Violent) – Level 2</b> •Disestablish 1 x SOMU Detective Inspector MAPPAs chair and devolve MAPPAs Level 2 Cat 2/3 (Violent) chairing responsibilities to 2 x BCU MAPPAs Chairs. •Identify minimum of 3 x BCU Detective Inspector MAPPAs Level 2 Category 2/3 (Violent) chairs in consultation with BCU Detective Superintendent. •Establish MAPPAs Chair (Deputy) support to SOMU Detective Inspector. Compliance (CPC) SOMU DS to deputise for Category 1 Level 2 only. Senior Officer approval required (Against National Guidance). •Centralise Compliance SOMU DS role to support SOMU DI and ensure common practice across 3 x SOMU Hubs •Establish 2 x MAPPAs HQ Central Administration Support posts to support MAPPAs Chairs (Police) LC4-5 •Implement a MAPPAs referral screening protocol within each BCU •Formulate a training package for continuous support for MAPPAs Chairs (Police/Probation)	People	HR, Estates, ICT, Fleet	R21A1-R21A16	This proposal provides a robust framework for managing those deemed dangerous, attributes responsibility and continued supervision within the BCU.  This will be facilitated through the HR process including consultation with Staff Associations, staff consultation meeting, one to one meeting with staff if appropriate. Reference to redeployment and police officer matrix as appropriate. Whilst devolving responsibility to BCU a administration support team has been established based within HQ.	07/08/2015	01/04/2016	M	DCS Critchley	DCI McEnergy	0	0	-51,000	Ongoing consultation between DCS Murphy and BCU leads to identify chairs.  Futures Team are liaising with Senior Probation Officers to formulate a training package, accommodation and screening protocol.  Job evaluation has taken place for the MAPPAs Admin and this post has been graded as LC4-5.
3.1.22	<b>Restructure of MASH, Safeguarding within Compliance department</b> •Disestablish 1 x Detective Sergeant (LCC Hub) •Disestablish 1 x LC7 Safeguarding Team Leader •Align 9 x Safeguarding Officers to 3 x BCU •Align 3 x Safeguarding Administration Support to 3 x BCU •Progress a further review of MASH (BWD/Blackpool and LCC) to identify efficiencies and savings. •Progress a further review of MARAC/CPC to identify efficiencies and savings.	People	HR, Estates, ICT, Fleet	R22A1-R22A41	This proposal aligns police attendees at Child Protection Conferences to PPU within BCU working directly alongside those responsible for investigating the offences against the children under Child Protection arrangements.  This will be facilitated through the HR process including consultation with Staff Associations, staff consultation meeting, one to one meeting with staff if appropriate. Reference to redeployment and police officer matrix as appropriate. Whilst devolving responsibility to BCU a administration support team has been established based within HQ.	07/08/2015	01/04/2016	L	DCS Critchley	Det Supt Withers/DCI Winstanley/DCI Johnson/DCI Evans	0	0	74,000	Held numerous meetings with HR around proposed recruitment and timescales.
3.1.23	<b>Establish 3 x LC 7 Domestic Violence Protection Officers (DVPO)</b>	People	HR	R23A1-R23A5	DVPOs are currently subject of temporary funding but this role will be baselined from 01/04/16.	07/08/2015	01/04/2016	L	DCS Critchley	N/A	0	0	-93,000	
3.1.24	<b>Establishment of 3 x CSE teams within BCUs</b> •Establish 3 x CSI teams within BCU. BCU Detective Inspector with thematic responsibility. •Establish 3 x LC4-5 CSE Administration posts. •Commence further review of remit and standard operating procedures of current CSE Teams Pan Lancashire.	People	HR, Estates, ICT	R24A1-R24A7	This proposal is in response to external reviews highlighting gaps in recording practices.  This will be facilitated through the HR process including consultation with Staff Associations, staff consultation meeting, one to one meeting with staff if appropriate. Reference to redeployment and police officer matrix as appropriate. Whilst devolving responsibility to BCU a administration support team has been established based within HQ.	07/08/2015	01/04/2016	L	DCS Critchley	Det Supt Withers/DCI Winstanley/DCI Johnson	0	0	-73,000	Job evaluation has taken place for the CSE Administration post and this post has been graded as LC4-5.
3.1.25	<b>Establishment of OCAIT structure</b> •Disestablish 2 x Detective Constable •Disestablish 2 x Investigation Assistant LC5-6 •Establish 1 x Detective Inspector •Establish 1 x Detective Sergeant •Establish 8 x Investigation Assistant LC6 •Establish 1 x Research Team Leader LC7 •Establish 3 x Research Assistants LC5	People	HR, Estates, Fleet	R25A1-R25A28	We are reinvesting efficiency savings into the Constabulary's response to online child protection and managing those who target the vulnerable.  This will be facilitated through the HR process including consultation with Staff Associations, staff consultation meeting, one to one meeting with staff if appropriate. Reference to redeployment and police officer matrix as appropriate. Whilst devolving responsibility to BCU a administration support team has been established based within HQ.	07/08/2015	01/04/2016	L	DCS Critchley	DCS Murphy	0	0	-288,000	The structure has now been established and grades of posts progressed through job evaluation. Awaiting recruitment process.
3.1	<b>Redeployment Mileage</b>	Finance	Finance	All	Identify redeployment mileage requirements for ECU, FMIT, SOMU & PPU	07/08/2015	01/10/2017	L	DCS Critchley	Pam Westhead				Delay £31.5k saving until Oct 2017 to support potential redeployment mileage. <b>Recurring</b> 2016/17 Cost -£31,500 2018/19 Saving £31,500

Total recurring savings FY 2016/17			1,692,551
Total recurring savings FY 2017/18			105,463
Total recurring savings FY 2018/19			31,500
Total part year costs FY 2015/16		-199,250	
Total part year savings FY 2016/17		21,750	
Total Implementation Cost (incl worst case redundancy costs/pension strain)	-1,521,883		
<b>Totals</b>	<b>-1,521,883</b>	<b>-177,500</b>	<b>1,829,514</b>

<b>+ saving</b>
<b>- cost</b>