



## Business Case – Executive Summary

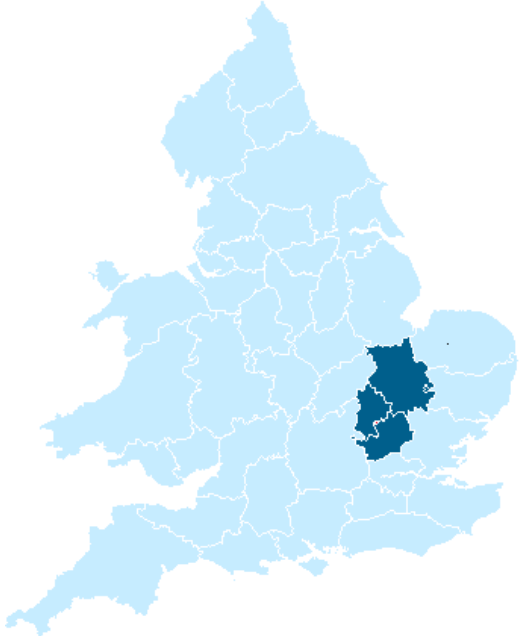
Work Strand	Professional Standards Department (PSD)
Current arrangements	<p><b>Bedfordshire and Hertfordshire</b> Centralised PSD function, including Access Control, operating from Biggleswade Police Station.</p> <p>Four Investigation Teams (formerly Taylor Teams) based in Bedford, Luton, Stevenage and Watford.</p> <p>Police vetting services provided by a joint team based at Letchworth Police Station.</p> <p><b>Cambridgeshire</b> Centralised PSD function, including vetting, operating from Monks Wood training centre near Huntingdon.</p> <p><b>Key differences</b> Cambridgeshire deliver all services from an off site premises at Monks Wood with officers being multi skilled to work across disciplines. PSD provide support to local Investigators and HR when required.</p> <p>Access Control is currently administered by the IT Department in Cambridgeshire.</p> <p>Cambridgeshire PSD currently has responsibility for the provision of Legal Services for the Constabulary.</p> <p>Collaboration between Bedfordshire and Hertfordshire in 2009 allowed for the creation of a defined service delivery model from Biggleswade Police Station whilst placing Investigation Teams at strategic locations to conduct local investigations as required.</p> <p>Bedfordshire and Hertfordshire PSD currently has responsibility for the Hertfordshire Criminal Records Bureau (CRB) function.</p>

Business case proposal	<p>Joint capability serving the three Forces with centralised functions at Biggleswade.</p> <p>An enlarged Investigation Team to be based in each Force at Bedford, Luton, Peterborough, Watford and Stevenage, which conducts investigations and supports local Investigators.</p> <p>A joint Vetting Unit at Letchworth Police Station.</p> <p>Cambridgeshire Legal Services to move to a joint three Force department as part of the organisational workstream in the Collaboration Programme.</p> <p>CRB in Hertfordshire to be repositioned under the arm of the Criminal Justice Unit (CJU).</p>
Cash Savings	<p><b>Circa £637k ongoing annual cash savings</b> (17.7% saving on current spend).</p> <p>This represents a net reduction of 6 FTE officers and staff on current combined resourcing across the three Forces.</p> <p>This includes a reduction of 1 Superintendent, 1 Chief Inspector, 5 Inspectors and 4 Sergeants posts and a net increase of police staff posts of 5.0 FTE.</p> <p>3.5 FTE posts will be re-graded in line with current guidelines for police staff Investigators and re-evaluation of roles and responsibilities.</p>
Set-up costs	<p>Circa <b>£105k</b>, of which £12k relates to one-off set up costs and £93k relates to HR costs which are likely to be incurred over a period of 3 years due to the re-location of police staff posts and out of Force allowances. (Minimum costs have been shown as considered to be the most likely outcome). Full figures can be found in Section 12.</p>
Implementation issues	<ul style="list-style-type: none"> <li>• Provision of joint anti-corruption policy in line with unit go live date in consultation with the three Police Authority Treasurers.</li> <li>• Consultation with staff and management of reduction in numbers</li> <li>• Training of staff in different systems and procedures.</li> <li>• Phased reduction of Detective Sergeant and Inspector posts and resourcing of existing police staff posts on appropriate pay scales.</li> </ul>
Risks	<ul style="list-style-type: none"> <li>• Reduction of five Detective Inspector posts.</li> <li>• Reduction of on-call 'cadre' to ten officers.</li> <li>• Existing divergence of policy and procedures in the three Forces.</li> </ul>
Target go-live date	<p>The timescales represented in this paper suggest an achievable go-live by <b>January 2011</b>.</p>



## Business Case

Name of Project	<b>Professional Standards</b>
Date	18 <sup>th</sup> August 2011
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Author	Inspector Nigel Dalkin



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## 1 Introduction

Bedfordshire Police, Cambridgeshire Constabulary and Hertfordshire Constabulary have been developing proposals to improve the provision of professional standards across the three forces by the establishment of a joint unit.

This paper sets out the proposal to form a joint Professional Standards Department (PSD) for Bedfordshire Police, Cambridgeshire Constabulary and Hertfordshire Constabulary. It sets out the proposed structure, demand data and the proposed remit for the unit, finance details and human resources implications, together with arrangements for deployment from agreed bases that better match resources to demand. The joint unit will be a shared service with staff from the three Forces working alongside each other.

This paper seeks to set out the benefits and cost savings that can be achieved by a Joint Bedfordshire, Cambridgeshire and Hertfordshire Professional Standards Department.

A detailed Scoping and Options appraisal process has been carried out under the governance of the Joint Collaboration Programme Board. Given the breadth of this work only the preferred option is covered here although the full Scoping and Options paper is available on request. (Following guidance from the Programme Board some minor alterations have been made to the preferred option).

## 2 Background

The three Police Authorities have agreed to the Strategic Policing Alliance which sets out how collaborative arrangements between Bedfordshire, Hertfordshire and Cambridgeshire will be managed and states that any collaborative arrangement should deliver the following outcomes:

- Improved effectiveness for all three Forces;
- Improved resilience for all three Forces;
- Improved efficiencies in all three Forces, realising cashable and non-cashable savings for re-investment;
- A service structure and operating methods which are 'fit for purpose', taking account of new and emerging developments and which will meet future foreseeable demands for the next 3-10 years;
- Plans which close the gaps identified within the respective Protective Services Improvement Plans (where applicable);
- Methods of operating which are equally viable under any force or governance structure;
- Improved customer service across the three counties.

A Professional Standards Department has a key role to play as a 'guardian' ensuring that the effective functioning of the police service maintains the confidence and support of the public it serves. A PSD has to deal with issues that directly or indirectly have an impact on the organisational health of the service and levels of public confidence and support and ensure that members of the Police Service are honest and act with integrity. These issues encompass the investigation of professional misconduct, tackling vulnerability to corruption, addressing the competence and behaviour of staff towards colleagues or the public.

In 2009 staff from Bedfordshire and Hertfordshire formed a Joint PSD, realising savings for the two Forces of £170,000 per annum and initial set up costs of £557,000.

### 3 Summary of Key Changes

The key changes are:

- Reduction of one Detective Superintendent post in the move to one Head of the Joint Unit.
- Reduction in one Detective Chief Inspector as work streams converge.
- Reduction of one Detective Inspector in Operational Security, replaced by an existing police staff member.
- Four Detective Sergeant posts in Cambridgeshire will be replaced by police staff investigators.
- Move to three Local Investigation Teams consisting of one Detective Inspector, one police staff Investigator and four police staff Assistant Investigators. This is a strategic move to allow flexible resourcing across each county and cross border deployment to meet demand if necessary.

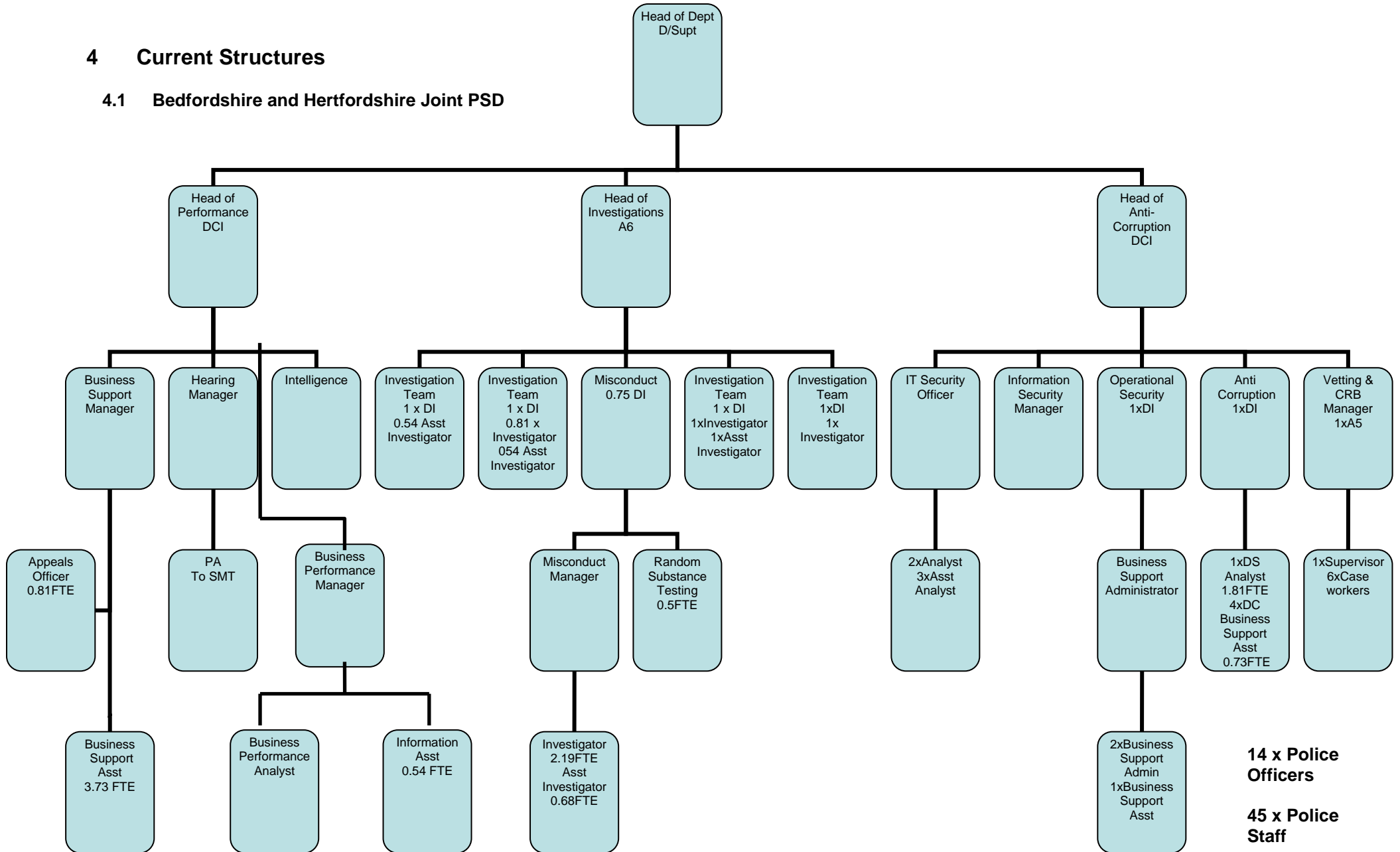
The result of these changes will be:

- Reduction of three Detective Inspector posts.
- The two investigation teams in Bedfordshire, both currently led by Detective Inspectors, will combine to fall under the leadership of one Detective Inspector and will be increased in size to six staff and officers from existing 3.89 FTE.
- The two investigation teams in Hertfordshire, both currently led by Detective Inspectors, will combine to fall under the leadership of one Detective Inspector and will be increased from their current staff of five to six staff and officers.
- The investigative capability in Cambridgeshire will increase from four members of staff to six with a net increase of two new Assistant Investigator posts.
- Joint three Force provision for Access Control will be improved with the addition of one member of staff, providing an increase in capacity, capability and resilience. The grade of the existing supervisor post will be re-evaluated to ascertain whether the additional line management and decision making responsibilities required to prioritise and maintain service delivery requires amendment.
- IT Security will receive an additional post to increase service provision across the three Forces. (In April 2011 the post of IT Security Manager was removed from the Cambridgeshire establishment following retirement of the police staff incumbent. The work has temporarily been subsumed under the remit of a Detective Inspector).
- 1 x FTE Vetting Manager post will represent a 0.9 FTE increase in resources but will remain jointly funded until the CRB function is rationalised. Costs for the full time post have been included within the business case.
- A Vetting Supervisor post will be lost due to duplication, and a team of six staff from the three counties will work in the new Joint Vetting Unit, a number that most accurately reflects current demand.
- The Intelligence Unit will be led by a Detective Inspector providing the best practice 'sterile corridor' between intelligence led tasking and the Pro-active Anti Corruption Team.
- The central administrative support functions will be consolidated at Biggleswade with eight staff, a reduction of one FTE post from the current position in the three Forces.
- The joint provision of a three Force Pro-active Anti-Corruption Team will see the addition of a Detective Sergeant, an additional police staff investigator and a Detective Constable.
- The current Operational Security Detective Inspector will be replaced by a police staff equivalent and assume responsibility across the three Forces.
- A new post of Recording Manager will sit directly under the Deputy Head of Department to conduct the initial assessment of complaints and misconduct, producing a more transparent transition between assessment and investigation and finalisation within the Complaints and Misconduct Department.
- A new post of Unsatisfactory Performance Co-ordinator will be created to fulfil current best practice guidelines around tackling areas of poor performance and absence from work.

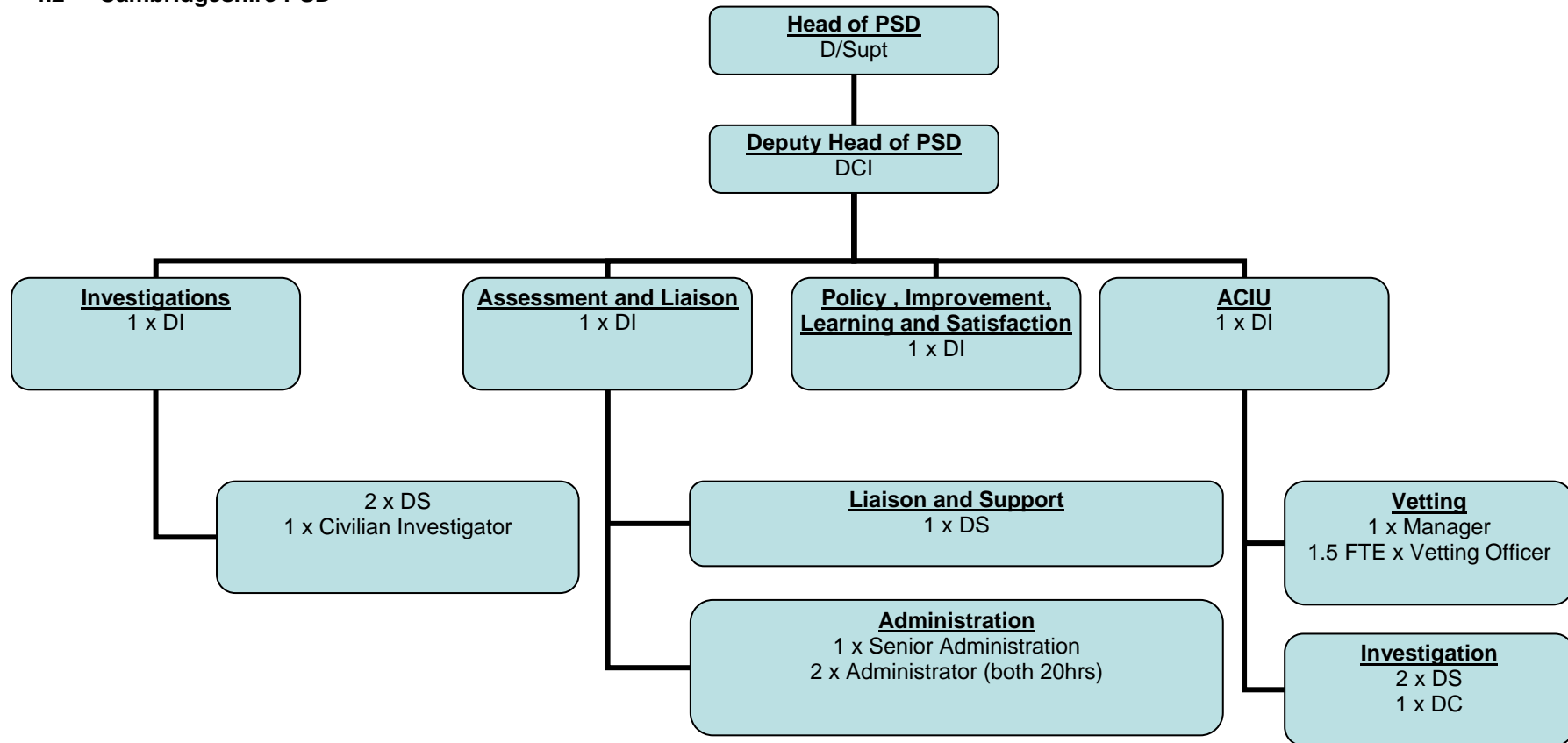


## 4 Current Structures

### 4.1 Bedfordshire and Hertfordshire Joint PSD



4.2 Cambridgeshire PSD



12 x Police Officers

5.6 x Police Staff

**Note: Does not include Civil  
Litigation staff.**

### 4.3 Current Resourcing Model

Bedfordshire Police & Hertfordshire Constabulary	Cambridgeshire Constabulary
<ul style="list-style-type: none"> <li>• Main operating base - Biggleswade Police Station</li> <li>• Detective Superintendent Head of Department</li> <li>• Detective Chief Inspector Head of Anti-Corruption</li> <li>• Detective Chief Inspector Head of Performance</li> <li>• Senior Police Staff Head of Misconduct and Complaints</li> <li>• 4 x Detective Inspectors leading locally based teams of Police staff investigators based at: Bedford, Luton, Stevenage, Watford</li> <li>• Police staff Vetting Manager with 7 staff based at Letchworth</li> <li>• Administrative support based at Biggleswade</li> <li>• Business Performance Manager with line management for Business Performance and Information Assistant at Biggleswade</li> <li>• Misconduct Manager with four Police Staff investigators based at Biggleswade</li> <li>• IT Security Officer with line Management for IT Security Analysts and Assistant Analysts</li> <li>• Dedicated Information Security Manager</li> <li>• Detective Inspector managing Operational Security</li> <li>• Detective Inspector, Misconduct at Biggleswade.</li> <li>• Detective Inspector Anti-corruption proactive team and:               <ul style="list-style-type: none"> <li>▪ 1 x DS</li> <li>▪ 4 x DC</li> <li>▪ 2 x PS</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• Single Base - Monks Wood, near Huntingdon</li> <li>• Detective Superintendent, Head of Unit</li> <li>• Detective Chief Inspector Managing and Co-ordinating all PSD work streams</li> <li>• Detective Inspector Head of Anti-Corruption</li> <li>• Detective Inspector Policy, Improvement, Learning and satisfaction</li> <li>• Detective Inspector Investigations. Leading a team of 2 Detective Sergeants and one police staff investigator.</li> <li>• Detective Inspector Assessment and Liaison ( with responsibility for Legal Services)</li> <li>• The anti-corruption unit conducts all anti-corruption investigations from a central location. The team is supervised by a Detective Inspector and consists of two Detective Sergeants and one Detective Constable.</li> <li>• Detective Sergeant leading on liaison and support functions, allocation of work and direction of Administration staff and advice on devolved investigations on Area</li> <li>• Police Staff Vetting Supervisor with 1.5 FTE staff at Monks Wood</li> <li>• Administrative support based at Monks Wood</li> <li>• Legal Services based at Monks Wood falling under line management of PSD Detective Inspector.</li> </ul>

<ul style="list-style-type: none"> <li>• Access Control service for both Forces at Biggleswade in addition to three FTE police staff.</li> <li>• The intelligence function is currently combined within the Anti-Corruption Proactive Unit.</li> <li>• Performance analysts 2.5 FTE x Police Staff FTE</li> <li>• Externally funded Hertfordshire CRB unit sitting within PSD line management.</li> </ul>	
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There are significant differences in the two structures, most notably the 3:1 proportion of police staff to police officers in the Bedfordshire and Hertfordshire model and heavy reliance on police officers in the Cambridgeshire model.

This has been precipitated by the re-structuring of Bedfordshire and Hertfordshire through collaboration in 2009 and the decision to fully implement the 'Taylor Recommendations' in that year which focused on the development of investigative teams away from a centralised PSD function.

In Bedfordshire and Hertfordshire Local Investigation Teams, led by a Detective Investigator, help local supervisors in conducting investigations and both police officers and police staff conduct investigations and manage their own workloads.

In Cambridgeshire the ethos is based on PSD staff briefing and advising local investigators e.g. Inspectors and providing an advisory service to HR managers who conduct all investigations into the conduct of police staff. Staff within PSD investigate all cases of gross misconduct for police officers and a number of gross misconduct cases against police staff.

Until March 2011 Cambridgeshire had an IT Security officer. This post was removed from the establishment figures and budget following the retirement of the incumbent and in anticipation of collaboration. This work has subsequently been co-ordinated by a Detective Inspector using resources from the IT Department.

Cash savings are generated in this business model because it proposes a strategic change in the processes within PSD and a new re-structured approach to the investigation of both complaints and misconduct across the three Forces. Key to these changes are the use of police staff investigators in place of the existing reliance upon Detective Sergeants to conduct routine enquiries.

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#### 4.4 Current Staffing Profiles

Bedfordshire Police & Hertfordshire Constabulary				Cambridgeshire Constabulary		
Police Officers – as at 22.07.11				Police Officers – as at 22.07.11		
Rank	Number			Rank	Number	
	Est.	Current Strength			Est.	Current Strength
		B	H			
Det / PC	4.00	1.00	3.00	Det / PC	1.00	1.00
Det / Sergeant	1.00	-	1.00	Det / Sergeant	5.00	5.00
Det / Inspector	6.00	1.00	4.90	Det / Inspector	4.00	4.00
Det / Chief Inspector	2.00	2.00	-	Det / Chief Inspector	1.00	1.00
Det / Superintendent	1.00	-	1.00	Det / Superintendent	1.00	1.00
<b>TOTAL</b>	<b>14.00</b>	<b>4.00</b>	<b>9.90</b>	<b>TOTAL</b>	<b>12.00</b>	<b>12.00</b>

Bedfordshire Police & Hertfordshire Constabulary				Cambridgeshire Constabulary		
Police Staff – as at 22.07.11				Police Staff – as at 22.07.11		
Grade*	Number			Grade*	Number	
	Est.	Current Strength			Est.	Current Strength
		B	H			
A2/SC4	7.96	4.46	2.00	SC3	2.62	2.62
A3/SC5	14.39	1.54	8.50	SC5	2.00	2.00
A4/SC6/S01	15.49	7.92	9.46	SC6/S01	1.00	-
A5/SO2/PO1	6.10	2.00	4.10	SO2/PO1		
A6/PO2-PO4	1.00	1.00	-	MB1-MB2		
<b>TOTAL</b>	<b>44.94</b>	<b>16.92</b>	<b>24.06</b>	<b>TOTAL</b>	<b>5.62</b>	<b>4.62</b>

#### 4.5 Current Finance

Bedfordshire Police		Cambridgeshire Constabulary		Hertfordshire Constabulary	
Police Officer	£ 332,100	Police Officer	£ 782,500	Police Officer	£ 616,800
Police Staff	£ 475,100	Police Staff	£ 143,400	Police Staff	£ 882,400
Non Pay	£ 117,500	Non Pay	£ 37,400	Non Pay	£ 218,100
<b>Total</b>	<b>£ 924,700</b>	<b>Total</b>	<b>£ 963,300</b>	<b>Total</b>	<b>£1,717,300</b>

Apportionment of Current Budget		
Bedfordshire Police	Cambridgeshire Constabulary	Hertfordshire Constabulary
25.6%	26.7%	47.7%

In order to give an accurate, like for like comparison, the Cambridgeshire Civil Litigation staff and Hertfordshire CRB staff are not included in these figures as both functions will be re-sited as part of other collaboration work streams.

## 5 Demand Data

### 5.1 Cases Recorded

	Beds	Herts	Cambs
<b>Total Cases Recorded (all types) 2009/10</b>	997	1331	643
<b>Total Cases Recorded (all types) 2010/11</b>	1003	1228	851
Vetting based on individuals not applications 2010/11*	11,800		4580

\*Vetting numbers are difficult to compare across Forces (see tables later) as one individual may be checked and require no further work, while the next may have multiple associates and family members that require investigation in order to make a recommendation.

### 5.2 Comparison with Most Similar Forces (MSF)

As part of the bench marking process and to ensure that an accurate staffing profile was established for the new joint unit, direct comparisons were drawn with four Forces that were identified as being similar in size and population.

From the examination of MSF data below it is immediately apparent that every force has differing staffing levels and working practises.

	Beds/Cambs/Herts	Merseyside	Thames Valley Police	West Yorkshire	Northumbria
<b>Number of police officers</b>	4756	4504	4526	5853	4164
<b>Number of PCSOs</b>	577	444	531	752	458
<b>Number of police staff</b>	3459	2350	3345	3894	2658
<b>Force area (sq miles)</b>	2049	253	2200	778	2148
<b>Population</b>	2,289,712	1,353,596	2,179,500	2,200,636	1,396,374

	Beds & Herts	Cambs	Beds, Cambs & Herts	Joint Beds, Cambs & Herts PSD	Merseyside	TVP	West Yorkshire	Northumbria
<b>Organisational Lead</b>	Det Supt PSD	Det Supt PSD	2 x D/Supt PSD	1 x D/Supt PSD	1 x Ch/Supt 1 x Supt	1 x D/Ch/ Supt 1 x Supt	1 x D/Ch/Supt 1 x D/Supt	D/Ch/Supt 2 x Det Supt
<b>Police Staff</b>	44.94	5.62	50.56	55.5	14	15	26	39.5
<b>Police Officers</b>	2 x DCI 6 x DI 1 x DS 4 x DC	1 x DCI 4 x DI 5 x DS 1 x DC	3 x DCI 10 x DI 6 x DS 5 x DC	2 x DCI 5 x DI 2 x DS 5 x DC	1 x DCI 3 x DI 7 x DS 15 x DC	1 x DCI 5 x DI 3 x DS 7 x DC 1 x Insp	2 x DI 2 x DS 10 x DC 1 x Insp	3 x DCI 3 x DI 7 x DS 15 x DC
<b>Total</b>	<b>58.94</b>	<b>17.62</b>	<b>76.56</b>	<b>70.5</b>	<b>42</b>	<b>34</b>	<b>43</b>	<b>70.5</b>

Note: The Merseyside figures appear unusually low and this is due to details of anti-corruption resources not being shared for operational security reasons. (The true figure is nearer 90 staff).

	<b>Beds/Cambs/ Herts</b>	<b>Merseyside</b>	<b>TVP</b>	<b>West Yorkshire</b>	<b>Northumbria</b>
<b>Total Cases Recorded (all types)</b>	<b>3082</b>	<b>2985</b>	<b>3327</b>	<b>2373</b>	<b>1625</b>
<b>Direction &amp; Control</b>	733	1335	-	721	102
<b>Criticisms</b>	329	801	-	-	102
<b>Approval</b>	404	534	-	-	-
<b>Gross Misconduct ( incl initial assessment)</b>	72	71	-	35	61
<b>Misconduct ( incl initial assessment)</b>	80	64	54	602	432

Note: It has not been possible to include meaningful MSF data for vetting due to the complex recording and collection of vetting data in each Force.

## 6 Remit of Proposed Unit

### Key Objectives

- Protect the public by ensuring an effective and efficient police service, free from corruption and in which they may justly have confidence.
- Protect staff by reducing the risk of exposure to corruption and maximising organisational learning across the three Forces arising from the work of the PSD.
- Protect the three Forces from corruption, mistakes and reputational harm.
- Manage the day-to-day core business of ensuring that Professional Standards are maintained in each Force.
- Protect the integrity of the three Forces by preventing and detecting unethical behaviour, dishonesty and corruption thereby providing better quality of service and reassurance to the public.
- Record, manage and investigate complaints by members of the public concerning the conduct of police officers, police staff or special constables.
- Investigate the more serious allegations by members of the public or other members of staff of gross misconduct, involving all Bedfordshire Police, Cambridgeshire and Hertfordshire Constabulary staff.
- Provide the link between the three Forces and liaison with the Independent Police Complaints Commission (IPCC) to ensure that any serious matters are referred to the IPCC as soon as possible.

### Core Functions

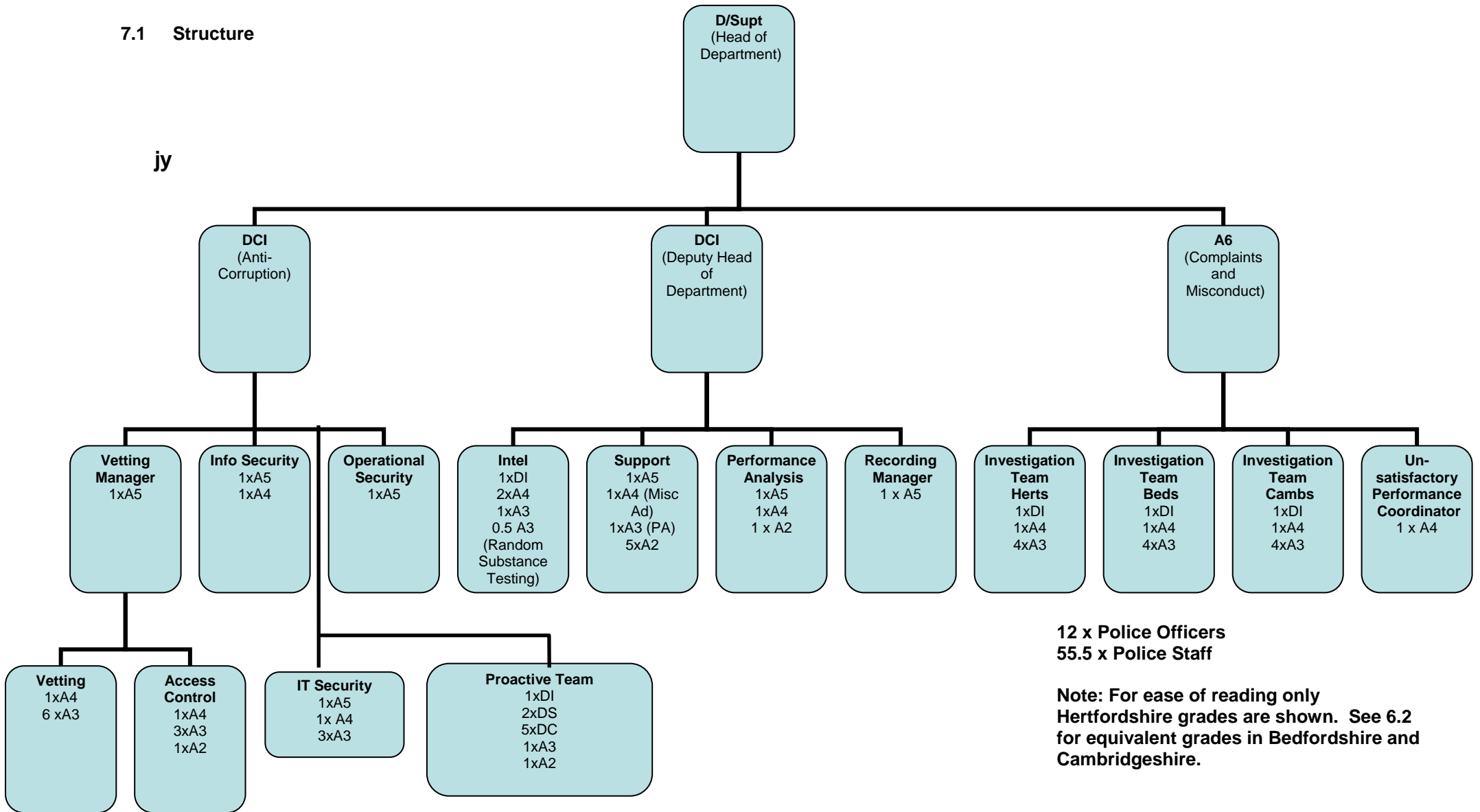
- Complaints and Misconduct management and investigation
- Policy development and review in respect of Professional Standards
- IT & Physical Security including Access Control
- Vetting
- Intelligence gathering & Pro-active Anti-Corruption Unit
- Administration Team, including business analysis reporting
- Provision of performance analysis and reporting

- Operational security and random substance misuse test

## 7 Proposed Structure and Location of Unit

### 7.1 Structure

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## 7.2 Staffing Profile

Police Officers	Number	Police Staff	Number
Det/Superintendent	1		
Det/Chief Inspector	2	PO3,MB1/2,A6	1
Det/Inspector	5	SO1/SO2,A5	7
Det/Sergeant	2	Sc5/6/SO1, A4	12
Det/Constable	5	Sc4/5, A3	27.5
		Sc2/4, A2	8
<b>Total</b>	<b>15</b>		<b>55.5</b>

Rank/Grade	Number in Model
D/Supt	1
DCI	2
A6	1
D/Insp	5
A5	7
DS	2
A4	12
DC	5
A3	27.5
A2	8
<b>Total</b>	<b>70.5</b>

## 7.3 Location

- A central base at Biggleswade has capacity to accommodate the 53 staff to be based there.
- In Bedfordshire bases will be retained at Bedford and Luton, with staff permanently deployed to both. The existing office space at Dunstable will be retained for use as required.
- In Cambridgeshire, the preferred location for the local investigation team is Peterborough. Accommodation has been sourced at Thorpe Wood Police Station, through the Cambridgeshire Head of Estates, requiring minimal refurbishment. The second base for operation in Cambridgeshire will be left to the discretion of the new Head of Department.
- In Hertfordshire bases will be retained at Stevenage and Watford, with staff permanently based at both locations.
- The joint Vetting Team would use existing facilities at Letchworth Police Station at no additional cost.

## 7.4 Governance

At present PSD sits within the Bedfordshire and Hertfordshire Joint Protective Services directorate whilst in Cambridgeshire it sits within the portfolio of the Deputy Chief Constable.

The collective view of the three Chief Officer teams is that governance of the new three Force PSD comes under the command of Cambridgeshire Deputy Chief Constable, Mr John Feavour.

The rationale for this being firstly, that DCC Feavour is the national ACPO lead for Complaints and Misconduct, secondly that it would provide a direct reporting line for the three Police Authorities and finally would provide a 'sterile corridor' for the independent provision of PSD service across all other Departments within the three Forces.

## 8 Benefits of the Proposed Unit

### Capability

- An greater anti-corruption capability would be provided through increased resources in IT Security and an enlarged police led Proactive Team.
- Current guidelines are not prescriptive with regards to whether an investigation team has to be led by a Police Officer and the proposal in the joint unit is for a Senior Police Staff member to line manage the DIs on local teams and manage complaints and misconduct as is presently the case in Bedfordshire and Hertfordshire. Best practice determines that those investigating or managing complaints must have the necessary qualifications, training and experience.

- The Joint Vetting Unit can absorb the reduction of a supervisor and 1.0 x FTE vetting officer from current levels. The supervisor is a straightforward duplication of a function and with Bedfordshire and Hertfordshire presently working efficiently with one supervisor and four staff, an increase to six staff can easily absorb the increased workload generated within the three Forces.
- Appointment of a Recording Manager – This senior police staff post has been added to the new structure. The post holder will assess all new tasks to establish with which internal team it belongs e.g. complaint, direction and control or internal misconduct in line with IPCC statutory guidance. This will directly impact on the workload of the Deputy Head of Unit, to whom they report, but more importantly split the initial decision making from the finalising officer producing absolute transparency.
- Appointment of an Unsatisfactory Performance Co-ordinator (UPC) – This new role will follow ACPO current best practice in addressing areas where poor performance is directly linked to a genuine lack of knowledge of policies and procedures as well as directly tackling issues relating to attendance and time keeping. A post implementation plan for this new post will be developed by the new Joint Head of Department.
- The joint unit will provide a completely independent service to the three Forces with the ability to have a Bedfordshire, Cambridgeshire or Hertfordshire team conducting enquiries in each other's Force area as dictated by either circumstances or demand.

### **Capacity**

- Increased resources in administrative support will complete the transition already in progress from Cambridgeshire's existing recording systems on to the joint 'Centurion' complaints management system.
- The Detective Inspector for the single team of five Investigators can direct their resources to the area that has the greatest demand at any given time and redirect them if the pattern of workload changes. Provision is also made should staff be required to assist at Biggleswade or even across Forces as demand dictates, with flexibility remaining for the DI to still direct remaining resources.
- A central base at Biggleswade has capacity to accommodate new staffing levels.
- The number of investigators on local investigation teams has been significantly increased to maintain resilience in light of the reduction in the number of Detective Inspectors. This could be subject to further review following post implementation evaluation dependent on workload and demand.
- Cambridgeshire PSD currently has limited resources available to operate a fully effective intelligence unit and an anti-corruption team of three officers. As part of a new joint anti-corruption team of 10 officers and staff the unit will be well positioned to meet demand across the three Forces.
- Using estimates based on previous demand data, the estimated annual cost of producing Cambridgeshire 'omnicards', including staff time and setting access parameters will be £11K per year. The additional staff member provided within the Joint Access Control Team will more than compensate for this demand and provide extra resilience across all three systems.

### **Cashable**

- Annual ongoing cash savings of £636,600, representing a 17.7% reduction on current joint expenditure are achieved within this business model. Full cash savings will not be achieved until the end of year two, following implementation because;
  - The reduction of five Inspector posts will be phased over 12 months to ensure business continuity. Two Detective Inspector posts will be released immediately on establishment of the new joint unit.
  - Police staff in Hertfordshire who are re-graded at a lower level have full payment protection for 12 months and then an incremental reduction in pay over the next 12 months.
- Year 1 cash savings would realistically amount to £546,300 (15%), followed by £591,500 (16.5%) in the second year.

- Overall staffing levels are reduced by 6 FTE posts and this is justified by the 'most similar Force' data as proportionate and includes the replacement of nine police officers with nine police staff posts in the three Forces.
- With a reduction in funding of 6.5% this financial year in Bedfordshire and Hertfordshire already, and an additional 17.7% delivered by collaboration, PSD can be projected to have reduced its costs by 24% in just over two years.
- Strengthened local investigation teams will significantly reduce the workload on staff currently dealing with complaints and misconduct within the respective Forces', most notably Sergeants and Inspectors within LPCs and respective HR departments.

**Non-Cashable**

- The new unit will provide more resilience and allow for peak periods of demand to be more easily managed. It is envisaged that the new Head of the Joint Unit will be able to identify more efficient ways of working and continue to drive out cash savings as the unit becomes established.
- With increased staffing on the local investigation teams and their ability to investigate complaints and misconduct, significant pressure on local supervisors and HR departments will be reduced as a result of this re-direction in service.

**Other**

- The supporting functions, led by a Detective Inspector, would produce the 'sterile corridor' between intelligence and proactive work which is now seen as best practice.
- With the transition in the three Forces to one Local Policing Command (LPC) the move to a single Local Investigation Team to service that LPC is a natural progression.
- The collaborated unit will provide greater independence than 'in-house' units which will produce additional reassurance to the public and allow teams to conduct sensitive, independent enquiries as needed in each others Force area.

**9 Risks**

Risk	Mitigation
<p>A reduction of five Detective Inspectors, leaving five in post could potentially be seen as a loss of experience, however, of the current cohort of ten Detective Inspectors in PSD in the three counties, two have completed 30 years' service, and a further three will complete 30 years service in March, June and September 2012.</p> <p>Two Detective Inspector posts will be immediately released on the go-live date.</p>	<p>Succession planning for Detective Inspector post will need to be undertaken to ensure new staff have relevant knowledge and experience.</p> <p>Adequate time is provided for this transition through phased implementation.</p>
<p>A joint anti-corruption policy will need to be developed to coincide with the go live of the new unit and this will require the involvement of the three Police Authority Treasurers.</p>	<p>Action for the new Head of Joint Unit prior to go live.</p>
<p>At present Bedfordshire and Hertfordshire operate an 'out of hours' on-call rota with eight officers and Cambridgeshire using a cadre of six officers.</p> <p>The joint unit will have ten officers available for out of hours on-call duty, albeit over a larger geographical area.</p>	<p>Physical call outs from home amounted to 24 in Bedfordshire and Hertfordshire and 12 in Cambridgeshire in 2010/11. Phone calls for telephone advice in Bedfordshire and Hertfordshire amounted to 90 and 40 in Cambridgeshire during the same period.</p> <p>A joint average of 3.6 call outs per year and 12 – 13 calls for advice out of hours per officer is sustainable and corroborated by the most similar Force data.</p>

Two years after initial collaboration between Bedfordshire and Hertfordshire the access control system has seen its final upgrade (June 2011) to allow both Forces' stand alone systems to cross populate data. The addition of a third Cambridgeshire stand alone system during its own current transition to a new access control system would appear premature at this critical period of change.	<p>An additional member of staff has been added to the access control team to accommodate the Cambridgeshire workload and a new unit supervisor post created.</p> <p>The IT Department in Cambridgeshire is currently half way through rolling out new multifunction access cards to all staff.</p> <p>Testing of the Bedfordshire and Hertfordshire upgrade and Cambridgeshire roll out would be completed before the systems were brought to a single location at Biggleswade.</p>
The move to locally based Investigation Teams in Cambridgeshire will require a cultural readjustment with regards to the investigation of complaints.	The new team will have capacity to investigate more complaints rather than acting, as it does at present, as an advisory role to local investigators and the HR Department.
The model relies heavily on the replacement of police officer posts with police staff. The identification of new staff with the appropriate investigative skills may not be possible by go live date.	The business model accepts that savings will be phased, however, 12 months is a reasonable time to identify new staff and re-deploy police officers.
The movement of vetting services from Monks Wood to Letchworth may not be practical for staff and vetting procedures.	<p>It is essential that a joint vetting policy and procedure is established and movement to a single site under a vetting supervisor and manager is necessary if resilience is to be achieved.</p> <p>All existing Cambridgeshire staff would be encouraged to take up new posts with financial compensation for excess travel.</p>
The move to Biggleswade may not be practical for administrative staff currently based at Monks Wood.	<p>With the employment model gaining maximum benefits from a single centralised base, Biggleswade offers available accommodation near the geographical centre of the three Forces.</p> <p>With the increase in police staff numbers, all police staff have available roles at Biggleswade with additional payment for out of Force travel expenses.</p>
An IT upgrade will be required to the 'Centurion PSD Management System' to accommodate the additional Cambridgeshire workload and permit full data migration.	A quotation for this work has been obtained from the software/hardware suppliers at a cost of £5,100. This work can be undertaken immediately upon agreement of the business case with a target date for full data migration in September 2011.
Current divergence of policy and procedure in the three Forces.	Work would be undertaken immediately by the Head of the Joint PSD to ensure alignment of policy and procedures.

## 10 Partnership Implications

At present Bedfordshire and Hertfordshire PSD shares a close working relationship with Cambridgeshire PSD and presently adopt a preferred partner status for investigations to be conducted by an outside Force. Detective Superintendent Nat Briant (Head of Bedfordshire and Hertfordshire PSD) has made the required arrangements with Norfolk and Suffolk Constabularies as the new preferred partners.

The new unit will provide the link between the three Forces and the Liaison with the Independent Police Complaints Commission (IPCC) to ensure that any serious matters are referred to the IPCC as soon as possible.

## 11 Finance

### 11.1 Reconciliation between Current and Proposed Structure

Grade / Rank	Combined Current Establishment FTE	Growth / (Saving) FTE	New Structure Strength FTE
SUPT	2	-1	1
CINSP	3	-1	2
INSP	10	-5	5
SGT	6	-4	2
PC	5	-	5
A6/PO2-PO4/MB1-MB2	1	-	1
A5/SO2-PO1	6.1	0.9	7
A4/SC6/SO1	16.49	-4.49	12
A3/SC5	16.39	11.11	27.5
A2/SC4	10.58	-2.58	8
<b>TOTAL FTE</b>	<b>76.56</b>	<b>-6.06</b>	<b>70.5</b>

Note:

- 1) The Superintendent and Chief Inspector posts are removed due to duplication of roles.
- 2) The five Inspector posts are replaced directly by five police staff in a supervisory capacity within their respective disciplines.
- 3) The four Sergeant posts removed from the Cambridgeshire structure perform roles currently undertaken by police staff in the existing Bedfordshire and Hertfordshire Joint Unit.

### 11.2 Apportionment of Finance

	Current Budget		Proposed Structure		Cash Savings	
<b>Bedfordshire</b>	924,700	25.6%	TBC	TBC	TBC	TBC
<b>Cambridgeshire</b>	963,300	26.7%	TBC	TBC	TBC	TBC
<b>Hertfordshire</b>	1,717,300	47.7%	TBC	TBC	TBC	TBC
<b>Combined</b>	<b>£3,605,300</b>	<b>100.0%</b>	<b>£2,968,700</b>	<b>100.0%</b>	<b>£636,600</b>	<b>17.7%</b>

Note: Apportionment percentages are shown in the proportions based on the strategic alliance funding agreement.

Efficiency & Cross Charge Analysis	Bedfordshire	Cambridgeshire	Hertfordshire	Total
	<b>Cash Savings (Split TBC)</b>			
Rent Payable for Biggleswade Premises	£26,500	(£3,000)	(£23,500)	-
<b>Ongoing Annual Cash Savings</b>				<b>£636,600</b>

### 11.2.1 Cash Savings – 3 Year Phasing

Cash savings have been calculated below and demonstrate that full efficiencies cannot be achieved until the end of the second year of operation. The largest contributing factor is the payment protection offered to staff who will be re-graded to a lower pay scale, yet receive payments on their previously higher pay scale for 12 months post go-live date.

To allow business continuity, while four Cambridgeshire Assistant Investigators are recruited, temporary provision has been made for the short term retention of two Detective Sergeants to staff the new unit. Similarly, for business continuity, two Detective Inspector posts will be lost immediately but a phased reduction of the remaining three posts will be conducted in March, June and September 2012 to ensure resilience while embedding new working practices and a revised on-call rota.

Cash Savings: 3 Year Phasing	Year	Savings
Full Year Effect: Due to timing of post reductions and phasing rules surrounding the re-grading of posts.	2011/12	£546,300
	2012/13	£591,500
	2013/14	£636,600

## 12 Set Up Costs

### 12.1 Year 1 Set Up Costs

Year 1: Set Up Costs	I-C-T Network Computers	Hardware Software Upgrade	Accommodation Refurbishment / Construction / Removals	TOTAL
Biggleswade	1,000	5,100	3,000	9,100
Peterborough		-	3,000	3,000
<b>TOTAL</b>	<b>£1,000</b>	<b>£5,100</b>	<b>£6,000</b>	<b>£12,100</b>

Note: Set up costs have been based on the provision of new equipment, however, experience from previous collaborations has shown that redistribution of existing resources, including other departments can considerably reduce these costs.

### 12.2 Cost Allocation of One-Off HR set-up and Fixed Costs, Phased Over Three Years

The table below illustrates the potential set up costs over three years.

FUNCTION	Minimum Cost	Maximum Cost	Most Likely
HR Set-up Costs	£93,207	£158,541	£93,207
Fixed Set-up Costs	£12,100	£12,100	£12,100
<b>TOTAL</b>	<b>£105,307</b>	<b>£170,641</b>	<b>£105,307</b>

With an increase in Police Staff posts, the majority of HR changes will offer affected staff a reasonable alternative posting and it can be realistically estimated that the figure will be nearer to the minimum cost quoted.

Note: The fixed set up costs related solely to potential capital expenditure on the existing infrastructure within the three Forces.

### 12.3 Cost Allocation Apportionment

FORCE	Minimum / Most Likely Cost		Maximum Cost	
	£	%	£	%
<b>Bedfordshire: Revenue &amp; HR Costs</b>	27,485	26.1%	44,537	26.1%
<b>Cambridgeshire Revenue &amp; HR Costs</b>	31,276	29.7%	50,680	29.7%
<b>Hertfordshire: Revenue &amp; HR Costs</b>	46,546	44.2%	75,423	44.2%
<b>Combined</b>	<b>£105,307</b>		<b>£170,640</b>	

## 13 Human Resources

An HR Advisory Group, representative of the three forces, has been established to provide advice, guidance and support to all elements of the programme and ensure a consistent approach is taken to all HR issues, which will include a review of the employment model and other existing agreements currently in place to underpin collaborative working arrangements.

- **The Employment Model**

The proposal is that the joint unit will be made up of staff and officers from both forces who will continue to be employees and sworn constables of their current force, irrespective of their place of work on a shared service basis. This will be detailed in the formal agreement to be drawn up under Section 23(1) of the Police Act 1996 which will specify how the consortium is to be managed and how the respective chief constables will deal with issues such as direction and control of staff and officers in particular circumstances. The allocation of posts for each force, the role profiles and the selection of staff and officers (including head of unit), will be agreed in due course.

- **Recruitment to the Head of the Unit**

Based on the view that it is appropriate to involve the head of unit in the key decision making processes regarding the creation of any new unit, it has been agreed that, as with other successful collaborations, the post holder should be recruited as early as practicable. To allow this to be progressed, early agreement will need to be sought between the three Forces, as to a common process for recruitment and selection to this key position.

- **Potential staff redundancies**

It is difficult to be definitive about the numbers of police staff redundancies that may occur, or the cost at this stage, as this will depend on a number of factors including how many staff are prepared to relocate to a location outside of their contractual mobility or how many may be successfully redeployed within their home force. A common approach to selection will be applied where there is a proposed reduction in the number of posts within the new structure and a competitive selection process is required.

- **Consultation arrangements for Police Staff**

There are legal requirements to consult with staff associations and staff if it is proposed to relocate an individual's work-base to a location outside of their contractual mobility arrangements, where there is a proposed reduction in the number of posts within the new structure or where roles are significantly changed; any of which may result in potential redundancies.

- **Direction and Control**

Depending on how any joint unit is to be structured, there is the potential for Bedfordshire, Cambridgeshire and Hertfordshire officers/staff to be managed by officers/staff from another force

and work on issues related to incidents and operations in any of the three counties. Such issues of direction and control will be covered by a Section 23 agreement. Issues relating to misconduct and health and safety cannot be delegated and would remain the responsibility of the home force.

- **Policies and procedures**

Officers and staff from each force will be covered by the policies and procedures of their home force. Hence, where a combination of Bedfordshire, Cambridgeshire and Hertfordshire officers are being managed, different procedures may need to be applied, depending on which force the officer is from. There is some potential for these to be more closely aligned and a fairness at work procedure (based on statutory requirements) and a common document for the reporting of absence will be used. Some scope exists for agreement to be reached between Forces for further harmonisation of policies in the longer term.

- **Terms and Conditions**

For police staff there is likely to be differences in salaries and allowances for staff from different forces working alongside each other in similar or the same roles. The pay, welfare, pensions, terms and conditions, annual appraisals and all other respective employment and service matters of police staff shall remain the responsibility of the home Force.

- **Structure of the unit and division of posts between the Forces**

Decisions on the structure of the unit and the number of posts from each force will be required, taking into account any differences in the areas of work to be undertaken for each force and the workload in each area. Where there are to be mixed teams, it is recommended that these are established from the outset to assist integration and ensure knowledge and expertise is appropriately disseminated.

- **Selection process**

A common selection process to recruit officers/staff to any joint unit will be applied. For officers, this could either be done on the basis of selection to a proportion of the roles within each Force, or putting all the officers in one 'pot' for the available posts. In any event, there will be a common approach taken, whether paper based or by panel, to ensure consistency of approach.

- **Changes to roles/role profiles**

If there are to be fundamental changes to roles, new role profiles will be drawn up to reflect the revised roles which will require evaluation under each force's job evaluation scheme to determine the grading. Where possible, use should be made of a common role profile for officers and staff from the three forces.

## **14 Support Functions**

The provision of support services such as finance and HR will need to be determined jointly by the Heads of service of each Force in order to ensure the most practical and best possible means of delivery recognising the need for suitable distribution of workloads for all collaborative ventures across both Forces and this will be concluded as part of the Section 23 agreement.

## **15 Implementation**

A detailed implementation plan will be developed and led by the appointed Head of Department.

Implementation of this option will involve looking at key areas within both forces which involve staff, infrastructure, policies, procedures and processes. Detailed below are some of those key areas, however the list is not exhaustive:-

- Recruitment process for new posts
- Policies and Processes
- ICT
- Equipment
- Accommodation

## 16 Conclusions

This proposal provides the opportunity for the three Forces to improve their current good performance in respect of Professional Standards by bringing together well-developed and strong working practises into a single and resilient operating structure. In particular, it would strengthen the ability of Forces to tackle anti-corruption and would support the principles of local investigation and early resolution. In addition, centralised vetting processes and functions across the three forces will provide a more efficient and resilient approach. These benefits can be achieved whilst delivering ongoing revenue savings for the three Forces.

Both Professional Standards Departments currently perform well, albeit with different structures. This business case strengthens capability and capacity, and both PSDs have good practices to bring improvements in all areas with the staff dedicated to making a three Force PSD a success.

## 17 Next Steps


- Commence selection process for new Head of Department, using the previously agreed process for such appointments.
- Develop a detailed implementation plan which will be managed by the project team until the new Head of Department has been appointed.
- Develop a Section 23 agreement for the Joint Working Group and the three Police Authorities to approve.
- Conduct a formal review 12 months after the go live date.

## 18 Consultation

<b>Name</b>	<b>Date of Consultation</b>
Det Supt Nat Briant, Head of B&H PSD	5 <sup>th</sup> April 2011
Det Ch Insp Jason Gordon, Cambs PSD	8 <sup>th</sup> April 2011
Complaints and Misconduct Work stream Staff 6 x Cambs Staff 8 x B&H PSD Staff Det Supt Nat Briant, Mr Dave Green (B&H PSD)	4 <sup>th</sup> May 2011
CI Andy Gratrix (CRB) Information Management Dept, Huntingdon	5 <sup>th</sup> May 2011
Nick Waller (CRB disclosure Manager) Chord Business Park Godmanchester	5 <sup>th</sup> May 2011
Anti-Corruption & Intelligence focus group 2 x Cambs staff 7 x B&H PSD staff	6 <sup>th</sup> May 2011
Vetting & support functions focus group 7 x Cambs staff 7 x Herts staff	6 <sup>th</sup> May 2011
DCI Shane O'Neil, B& H PSD	6 <sup>th</sup> May 2011
Dave Williams, Office Manager PNC/Disclosure, Beds Police	6 <sup>th</sup> May 2011
Ian Hunt CRB & Vetting, Beds & Herts Letchworth	10 <sup>th</sup> May 2011
Bernice Compton (Herts Police Authority) Penny Fletcher (Beds PA ) Terry Connor ( Herts PA ) Angela Grief (Cambs PA) Peter Hinton (Herts PA) Detective Supt Nat Briant, Head of B&H PSD	17 <sup>th</sup> May 2011
D Supt Nat Briant	20 <sup>th</sup> May 2011

DCI Jason Gordon	20 <sup>th</sup> May 2011
D Supt Dan Vajzovic	23 <sup>rd</sup> May 2011
D Sup Nat Briant	25 <sup>th</sup> May 2011
Data Migration Team	16 <sup>th</sup> June 2011
DCI Dean Patient (Head of Anti Corruption)	17 <sup>th</sup> June 2011
DCI Jason Gordon (Head of Cambridgeshire PSD)	20 <sup>th</sup> June 2011
DCI Shane O'Neill (Head of Intelligence and Performance)	21 <sup>st</sup> June 2011
Dave Green (Head of Complaints and Misconduct)	21 <sup>st</sup> June 2011
DCC John Fletcher	15 <sup>th</sup> July 2011
Detective Supt Nat Briant	15 <sup>th</sup> July 2011
D Ch Supt Mark Birch (Head of Crime, Cambridgeshire)	15 <sup>th</sup> July
D Supt Dan Vajzovic	22 <sup>nd</sup> July 2011

## 19 Appendix

A - Equality Impact Assessment	 <p>Appendix A - Equality Impact Asses</p>
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