

**THE OFFICE OF POLICE AND CRIME COMMISSIONER
FOR DERBYSHIRE
DECISION RECORD**

Request for PCC Decision	Received in OPCC Date: 13 April 2016	OPCC Ref: 19/16
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Title: CLOSING THE RISK GAP

Executive Summary: To be completed by PCC Specialist lead

The report outlined the proposed re-alignment of officers and staff to meets needs in identified areas of risk and threat.

The areas of risk and threat that require further investment in capability were outlined at para 2.6 and the plan to move from three divisions to two, with the new response model was outlined in paras 2.7 – 2.14.

The HR implications were outlined within the report which will create 46.8 additional police staff posts and a reduction in police officer number of 31 (paras 2.18 – 2.22).

This is an interim report and a further report to approve an amendment to the budget for 2016/17 must be received by no later than the Strategic Governance Board meeting in May 2016.

Decision

The Commissioner approved the Chief Constable's proposed reallocation of Chief Constable resources as contained within the report.

The Commissioner receives a further report to approve an amendment to the Chief Constable's detailed budget for 2016/17 no later than the Strategic Governance Board meeting in May 2016.

Declaration

I confirm that I have considered whether or not I have any personal or prejudicial interest in this matter and take the proposed decision in compliance with the Code of Conduct for the Police and Crime Commissioner for Derbyshire. Any such interests

are recorded below.

(Recorded interests: None)

The above request has my approval.

Signature

Alan Charles

Date 18/4/16

PUBLICATION SCHEME CONSIDERATIONS

Is the related Section B report to be published Yes

If no, please indicate relevant exemption: contains information that may prejudice negotiations and so is commercially sensitive

Is the publication of this approval to be deferred No

If Yes, provide reasons below

Date to be deferred to –

NB Statutory Instrument 2011/3050 (as amended by SI 2012/2479) states that: *all decisions made by a PCC are in the types of information that must “be published as soon as practicable after it becomes available to the elected local policing body”.*

OFFICER APPROVAL

Chief Executive or Nominee:

I have been consulted about the proposal and confirm that financial, legal and equalities advice has been taken into account in the preparation of this report.

I am satisfied that this is an appropriate request to be submitted to the Police and Crime Commissioner

Name David Peet

Date 18/4/16

STRATEGIC GOVERNANCE BOARD

18 APRIL 2016

REPORT OF THE CHIEF CONSTABLE

9A: CLOSING THE RISK GAP

1. PURPOSE OF THE REPORT

- 1.1 To inform the Police and Crime Commissioner (PCC) and the people of Derbyshire of the proposed re-alignment of officers and staff to meet the changing needs in identified areas of risk and threat. This is an interim report and a full budget paper will be submitted to a future SGB.

2. INFORMATION AND ANALYSIS

- 2.1 The financial environment in which the force operates has been changing rapidly and, although these significant changes have been planned over several years, we could only finalise our recent plans as a force once our financial position was fully understood. The force is aware of the continued impact of austerity and the need to deliver savings, even when we take into account the recent suspension of cuts from the Chancellor. There were many other elements that also needed to be finalised, for example our grant allocation and the precept amount set by the PCC.
- 2.2 Austerity has hit the force hard, as it has hit so many other public organisations, and we have had to lose more than 15% of our most precious resource, our people. In 2010 we consisted of 3,594 police officers and police support staff and now, in 2016, just 3,041. This is despite the great work done to generate savings in other ways, such as by reducing our estate and saving money on procurement.
- 2.3 The consistent reduction in reported crime over this period might be considered to be a counterbalance to the cuts, however, there are many critical areas of our work that are not reflected in these figures that are vital to the communities we serve. By way of examples, reported crime figures do not reflect the considerable resource implications of key services that we provided such as public engagement, problem solving and reassurance provided by our neighbourhood officers and Police Community Support Officers (PCSOs), a huge amount of the safeguarding work that the force carries out along with our partners and our regular involvement in difficult cases involving mental health.
- 2.4 In addition the force is also facing new, emerging and growing risk and threat from other areas including terrorism, human trafficking, modern slavery, child sexual exploitation, Cybercrime, online paedophilia, online 'sexploitation', forced marriage and female genital mutilation. Our understanding of all of these areas is growing and the need to protect our communities from the harm caused is core to our central mission of policing. As the digital world has exploded, the whole area of criminality and victimology through this new medium has emerged. Changing technologies give us useful investigative avenues, but they also add to the complexity of investigations and create whole new crime types like service denial and Internet-based fraud.

2.5 The force is adapting and changing and having fewer people means that we need to be more efficient and flexible to respond to the changing threat landscape.

2.6 After careful analysis and consideration, our professional judgement is the following areas of risk and threat that require further and immediate investment in capability.

- **Paedophile Online Investigation** - The possession and distribution of indecent images of children and the growth of non-contact offences involving online paedophilia whereby the perpetrator is over 18 and child under 18 requires additional capability.

The proposal is to increase the size of the existing team by one Sergeant, six Constables and three Police Staff posts, due to the anticipated growth in this area.

- **High Tech Crime** – The Paedophile Online Investigation Team (POLIT) have increased their workload which initially was outsourced and paid for by the National Crime Agency. This has ceased and the new work is now the responsibility of Derbyshire Constabulary.

The proposal is to increase the size of the existing team by two Police staff posts due to the anticipated growth in this area.

- **Foreign National Offending** – Further resources are required to continue to develop more effective intelligence sharing and cross border working, capitalising on the strong links established with Home Office Immigration Enforcement, Border Force and ACPO Criminal Records Office in order to exploit opportunities to remove criminals from the UK.

The proposed numbers of one Sergeant, two Constables and one Police staff post would be used to establish a new permanent team.

- **Non recent Child Sexual Abuse** – Derbyshire is investigating all allegations of ‘non-recent’ child sex abuse within institutions or by people of public prominence which is an area of growth.

The proposed numbers of one Detective Inspector, one Detective Sergeant, four Detective Constables and five Police staff posts will be used to implement a new permanent team.

- **Cyber Crime** - The specific remit of the force based cyber-crime unit will be to investigate incidents of cyber dependent and cyber enabled crime impacting the force area.

The proposal is for two Constables and one Police staff post to create a new Cyber Unit.

- **Child Abuse Image Database** - CAID staff will be categorising indecent images of children, using a database to identify opportunities to identify cases of child abuse.

This is new business and the proposal is for a new unit of two Constables to be created.

- **Multi-Agency Safeguarding Hub** - Two MASHs have been set-up, one in the City and one in the County following the move from a single Central Referral

Unit (CRU). The continued growth in child abuse referrals makes it necessary to maintain an efficient multi agency safeguarding process.

The proposal is an increase of one Detective Sergeant post.

- **Threat, Harm, Risk, Investigate, Vulnerable and Engage (THRIVE)** – With the introduction of THRIVE to effectively manage, categorise and resource calls for service, additional call operators are required to manage demand.
The proposal is an increase in 22 Police staff posts.
- **Crime Management Unit (CMU)** – Following the introduction of NICHE the workload for the CMU will increase, especially in the short term to enable effective crime recording, classification, data quality and compliance with the national crime recording standards.
The proposal is an increase of two Constables on a 12 month basis.
- **Road Crime Unit (RCU)** – The RCU focus on enforcement and disruption of Organised Crime Gangs and criminal activity upon the road network.
The proposal is that the unit is maintained at the current level of one Sergeant and ten Constables.
- **Citizens in Policing** - A new structure is proposed for the Citizens in Policing Team which will formalise the structure and bring it all together as a single team. This team will then meet the needs of the force in delivering its key aims for the Special Constabulary, Police Support Volunteers and Volunteer Police Cadets.
The proposal is for an increase of one Constable.
- **Digital Police Community Support Officers (PCSOs)** - A trial utilising a Digital PCSO has been successful. An additional PCSO and a Communications officer post is to be formalised to build on cyber security with several difficult to reach, vulnerable communities and businesses.
The proposal is for a new establishment of two Digital PCSOs and the establishment of a 0.6 grade G police staff post, which is currently a temporary contract.
- **Human Resources** - The force is now in a position to make investment in the recruitment of police officers, PCSOs, and Special Constables over the next three years. Additional resources are required across the areas of recruitment, positive action and new entrant training.
The proposal is for an increase over a two year period of two Constables and two Police staff posts in the training department, and 4.5 grade G Staff posts in the HR Recruitment Team.
- **Intelligence Review** – A comprehensive review of the Force Intelligence structure has been completed. Changes in the establishment will result in the creation of a Force Intelligence Management Unit (FIMU).
This review has resulted in a reduction of one Sergeant post and increase in 7.7 police staff posts.

2.7 EFFICIENCIES

2.8 Moving From Three Divisions to Two – North and South

2.9 The current three divisional structures have moved to a North and South BCU commencing from 1 April 2016. These now comprise of 10 police sections which have been reorganised and renamed as Local Policing Units (LPUs). The current B and C Divisions have merged to form the North BCU. At the same time, two new LPUs have been created, with the merging of Glossop and Buxton Sections into a High Peak LPU and North East and Bolsover Sections into a North East LPU.

2.10 New Response Model

2.11 The transition to LPUs is not just a change in name; they will also form part of the new way in which we deliver our service. Later this year, the force will move to a new response model, where 'Response' teams will attend all immediate and priority graded incidents and take the necessary initial action.

2.12 These Response teams will be divisional resources but will not be bound geographically by LPU or even divisional boundaries. The concept will be that the nearest, most appropriate resource will be sent to those in need. To complement this, newly formed 'Investigation' teams will take on any protracted enquires, missing person enquiries, scheduled appointments and so on, with the continued support of Safer Neighbourhood Teams (SNTs). These Investigation teams will be based within LPUs in a similar way to existing sections, along with the SNTs.

2.13 There will be a rotation system to go with this new model so that no one stays in either Response or Investigation for too long. There are learning and development opportunities in both areas and staff need to take full advantage of them and the opportunities to work on SNTs remain available too.

2.14 Derbyshire Constabulary is committed to neighbourhood policing. To ensure that the teams are focussed there will be a clearer link to risk and threat and a recognition that the work will be based on the areas and locations where there is greatest need.

2.15 Aligning Resources to Threat and Risk

2.16 Restructuring our organisation and adopting this new way of working will help us to more accurately map day to day calls for service with what we have, but crucially it will also allow us to align ourselves against the new risk and threat from the changing nature of crime. The new model means that we can redeploy officers and police support staff to a range of critical areas, such as the Paedophile Online Investigation Team, the High Tech Crime Unit, our Multi Agency Safeguarding Hubs and a new Cyber Unit. In short, by adapting we will be better able to respond to the new challenges that we are facing in keeping our communities safe.

2.17 We are taking some bold but very positive steps as an organisation but our objectives remain unchanged of keeping our communities safe and delivering a high quality policing service to the people of Derbyshire.

2.18 HR Implications

2.19 The closing the risk gap work represents a considerable re-focussing of officer and staff resources towards new and emerging areas of crime. Under the

proposals an additional 46.8 police staff posts will be created. These new posts are set out in the table below.

Additional Police Staff Posts	fte
Crime Support	10.6
Operational Support (CCMC)	22.0
Intelligence Review	7.7
HR Business Case	6.5
Total Additional Police Staff Posts	46.8

- 2.20 Through the implementation of a new operating model for response and the efficiencies it brings, the proposals will result in a reduction of 55 police officers at a Divisional level. Of these, 24 officers are re-allocated against new policing risks, which results in a net reduction of 31 police officer posts as set out in the table below:-

Police Officer Numbers	fte
Net Constable Posts Released	-55.0
Crime Support	16.0
Operational Support	7.0
Intelligence Review	-1.0
HR Business Case (Trainers)	2.0
Net Reduction in Constable Numbers	-31.0

- 2.21 The budgeted police officer numbers will reduce from 1,731 fte to 1,700 and this will be managed through normal recruitment. Taken together the review proposals result in an increase of 15.8 fte in the total police establishment, who will be refocused to the new areas of policing risk. This is explained in the table below.

Establishment Numbers	fte
Planned Additional Police Staff Posts	46.8
Reduction in Police Officer Numbers	-31.0
Increase in Overall Force Establishment	15.8

- 2.22 The reduced establishment of 1700 police officers will still require the three intakes of new officers planned for 2016/17. In 2017/18 it is anticipated that the force will then be able to maintain a more stable establishment. This will require up to six intakes in 2017/18 to replace the officers that are expected to leave during that year. Clearly this increase in intakes will have an impact on HR in terms of recruitment and training. To a large extent this is already taken into account within this paper, although it may mean at least another two officers need to be seconded for training.

2.23 **Potential Estates Implications**

- 2.24 Divisions will need time to assess the full implication of the closing the risk gap proposals on their estate. The proposals however are likely to mean that more response and CID resources are located at hubs, with less resource located at an individual section level. It is already planned to reduce the current 12 sections down to 10 LPUs. Response and CID resources will not be based at every LPU but at a smaller number of hubs.

- 2.25 Derbyshire Constabulary has already started to rationalise its estate during the recent period of austerity. Just like many organisations, austerity has meant that it

could not spend as much money as it would like on its buildings. Derbyshire Constabulary has set aside money in its current year's budget to begin to deal with a considerable backlog for repairs and improvements. Overall, it is likely that the closing the risk gap review will enable the force to focus its resources on maintaining a smaller number of buildings to a higher standard than in the past.

2.26 The force is already working with Derbyshire Fire and Rescue Service to explore the potential to co-locate in certain parts of the county.

2.27 Potential Technology Implications

2.28 The force is already planning to replace its core policing systems in 2016/17. The replacement crime system is planned for June, while the new command and control solution is scheduled for autumn. Both these systems will need to be re-configured to reflect the new policing structures. Although this represents a considerable amount of work and some cost, there is an opportunity to make changes to both systems before they are implemented. At this stage it is too early to estimate in detail the technology costs of moving and reconfiguring teams but work is already planned to assess this at an early stage. These costs are more likely to be one off costs. More mobile technology solutions are a key requirement of the new structures. Again investment is already planned in new mobile solutions and this project is scheduled to commence towards the end of the year once the two other core systems are in place. Another potential IT pressure surrounds Automatic Number Plate Recognition (ANPR). A review of the use of this technology is currently underway to look at the potential to enhance its use.

2.29 Financial Implications

2.30 The Commissioner provided an extra £400,000 for the closing the risk gap review within the 2016/17 budget. This review has therefore sought to keep the costs of change within this level as set out in the table below.

	fte	£'000
Additional Police Staff Costs	46.8	1.392
Additional Hi-Tech Crime Costs		0.052
Net Additional Cost	46.8	1.444
Net reduction in Police Officer Numbers	- 31.0	-1.044
Existing Provision for changes within budget		-0.400
	15.8	Nil

2.31 In addition to the above table there may be additional costs in relation to the set up in terms of the Estate and technology changes. These are mainly covered by existing provisions already within the budget but any additional one off costs could be met from reserves.

3. RECOMMENDATIONS

3.1 The Commissioner approves the Chief Constable's proposed reallocation of Chief Constable resources as contained in this report

3.2 The Commissioner receives a further report to approve an amendment to the Chief Constable's detailed budget for 2016/17 no later than the Strategic Governance Board meeting in May 2016.

4. IMPLICATIONS

All implications are assessed and scored to the table below.

HIGH – supporting explanation and narrative required and to be contained within the report

MEDIUM – narrative to be contained within the report at the discretion of the author

LOW – no narrative required

	LOW	MEDIUM	HIGH
Crime and Disorder	X		
Environmental	X		
Equality and Diversity	X		
Financial		X	
Health and Safety	X		
Human Rights	X		
Legal	X		
Personnel		X	

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