

WORKFORCE MODERNISATION PILOT INITIATIVES

CENTRAL OPERATIONS

CO15 Collision Investigators

NB: At the time of writing, there are discussions around this pilot going ahead, due to its long term training and financial implications.

Current Situation

Currently the MPS employ police officers to perform the role of collision investigator. Once trained, the role is recognised as attracting expert status by the courts and it is essential to maintain this within the service. It is a requirement of the ACPO Road Death Investigation Manual and also supports many other investigations within the MPS. This includes the surveying of bomb scenes, particularly those where GPS systems cannot be used such as tube tunnels. This is an essential CT function and there are currently no other groups of MPS officers that can undertake this essential task. It seems reasonable to anticipate an increase in this demand.

Desired Outcome

The OCU would wish to employ up to 10 police staff collision investigators in the first instance. Collision investigators within the MPS could be appropriately recruited and trained police staff, this is a role currently performed by police officers. The likely long-term opportunities are the saving of a significant number of police posts. It should be noted that the initial project would involve an increase of police staff without the loss of police posts. It will be necessary to recruit and train staff to become experts in their field prior to giving up any police officer post. It is anticipated that this would take three to five years.

Other police forces employ civilians to perform this role and experts are in existence outside of the police service (although many are retired police officers). By using police staff to perform this fundamentally forensic role it provides the opportunity to have essential growth without employing police officers in this function and would therefore allow those officers who would have been so deployed to be employed on other priority roles such as CT or in dealing with the increasing demands of the forthcoming Olympics.

CO19 Firearms Instructors

The Specialist Firearms Command, CO19 is the provider of firearms training for the MPS. Historically this is a role that has been performed by police officers. The MPS is having difficulty in finding police officers willing to train as instructors in sufficient numbers to meet existing and projected demands.

The OCU believes that some of the training requirements can be delivered by police staff firearms instructors.

Current Situation

CO19 delivers firearms training for the MPS using police officers that are trained as National Firearms Instructors. These officers have historically been

sourced from the operational wing of the OCU. More recently a small number have been sourced from other MPS firearms commands and a small number of existing police officer instructors have been recruited from external forces in response to adverts.

The OCU is now having great difficulty finding sufficient numbers of police officer instructors to reach and maintain its BWT. The OCU currently allocates 87 constable posts for training. Over the last 18-24 months, there has consistently been a shortfall of about 20-25% in these numbers. This is due to a variety of factors. Improvements in shift patterns and flexible working make staying on operational duties more viable for older and experienced officers who traditionally formed the recruiting pool. Loss of overtime and the location of the training site impose a significant financial penalty for many operational officers if they move to instructing roles. The demand for firearms training is increasing year on year and this is likely to be exacerbated by the demands for armed policing at the Olympic games in 2012.

The demographic profile of the OCU is such that a number of instructors have retired in recent months. Many of them have immediately been re-employed as firearms instructors by the Ministry of Defence Police. The OCU believes that some retiring instructors could be tempted to stay with the MPS if the opportunity existed to be retained as a police staff firearms instructor.

Desired Outcome

The OCU would wish to employ up to 12 police staff firearms instructors. This would enable the OCU to better meet the existing demands for training and start to address future training demands.

SPECIALIST CRIME DIRECTORATE

SCD 1 Homicide and Serious Crime Command Investigators

Current Situation

An SCD1 MIT BWT currently comprises of 1 DCI (SIO), 3 DIs (Deputy SIOs), 5 DSs (Supervisors), and 21 DCs (Investigators), and an AWT of 3 Holmes II Indexers, 1 Intelligence Analyst, 1 Intelligence Researcher, and 2 Typists. In principle, all of the posts held by Police Officers could be considered for Workforce Modernisation. However, a balance of warranted and non-warranted personnel must be retained in order to safeguard against flexibility, resilience, investigative experience, and the restrictions of the Police Reform Act 2002.

Desired outcome

MPS Homicide and Serious Crime Command (SCD1) is to pilot the deployment of 12 non-warranted investigators into reactive Murder Investigation Teams (MITs).

SCD1 is currently made up of 24 MITs, of which six teams have been identified to carry out this pilot project. Consultation has taken place with the Senior Management Team and the six SIOs concerned, and it is the Command view that two non-warranted investigators could be safely employed on each team without significant risk or detriment to performance

during the pilot project.

The six teams are equally and geographically spread across London, with two teams located at Hendon, two teams located at Barking, and two teams located at Sutton.

The Investigators attached to a MIT make up the bulk of the workforce and present the biggest opportunity for Modernisation. They are employed in the Intelligence Cell, Murder Investigation Room (MIR), and perform a wide range of activities as part of the Inquiry Team. The activities performed by the Inquiry Team are dictated by Actions generated by the staff that work in the MIR and manage the Holmes II account. The process of Action creation and allocation also dictates the lines of research and investigation pursued by Intelligence Cell staff.

The MIR and the Intelligence Cell contain a number of administrative types, which do not specifically require the post holder to be a warranted police officer, or the specific skill set and specialist training that Detective Officers receive. Similarly, there are a number of actions which are allocated to Inquiry Team investigators which are of an administrative nature and could be performed from an office environment, or are of an operational nature but do not require warranted powers. Alternatively, there is a requirement within a MIT for very specialized skills and training which modernisation could additionally afford. That said, a balance must be maintained that allows for the flexibility of resource deployment that this type of policing demands.

A mixed economy within a MIT would enable the right people with the right skills to be in the right place, thereby bringing specialist skills to specialist roles, improving efficiency, and raising customer satisfaction.

SCD 5 Child Abuse Investigation Command Investigators

Current Situation

Over the past twelve months, human resources within the Specialist Crime Directorate have been reduced substantially. Thirty-seven Police Officers and thirty-two Police Staff were reduced from SCD5's BWT. The effect of these reductions has impacted on some of the recommendations made by Lord Lamming after the Victoria Climbié Enquiry. For example recommendation 92 states, Chief Constables must ensure that crimes involving child victims are dealt with promptly and efficiently. Recommendation 107 states Chief Constables must give child protection investigations a high priority, ensuring consistently high standards of service, well-resourced, well-managed and well-motivated teams. SCD5 staff are dedicated to Safeguarding Children and providing a high quality of service. The appointment of three Police Staff Investigators would not only boost morale but also improve our performance and quality of service to our victims and partners.

Desired outcome

The pilot will utilise three Police Staff Investigators (PSI non-warranted officers) for the MPS Child Abuse Investigation Command (SCD5).

The deployment of these officers will provide support to teams by conducting core investigative functions, which do not require police powers. This will primarily involve reactive duties. One PSI will be based at the Child Abuse Investigation Team (CAIT) at Woodford and the other two will work with the Child Abuse Murder Investigation Teams (MITs) situated at Tintagel House and East Ham Police Station.

The deployment of Police Staff Investigators has proved a success in a number of Constabularies. Surrey Constabulary use different levels of entry for investigators that identifies the skills and experience required for the role.

This proposal supports the Work Modernisation Agenda by developing Police Staff Investigators for reactive roles, thereby releasing trained detectives for other duties where their skills could be better utilized.

In 2005-6, SCD5 spent £412,000 on the employment of agency staff. Any savings from the recruitment of Police Staff Investigators would also form part of SCD5's planned efficiency savings over the next three years and some reinvestment in support of MPS Corporate Strategies.

SCD6 Economic and Specialist Crime Financial Investigators

Current Situation

SCD 6 Currently employs eight Police Staff Financial Investigators graded at 'C' Band. The Home Office finances them at present but this funding is due to expire at the end of the current financial year. The four Financial Investigation Units across the MPS are responsible for asset confiscation and cash seizures.

There are some legal restrictions on what Civilian Financial Investigators can and cannot do, but once qualified under the Proceeds of Crime Act, they are effective members of the financial investigation team, able to obtain warrants and carry out searches of premises as well as seize cash, assets and other property once legally on premises.

Desired Outcome

The pilot seeks to employ three additional financial investigators in a specific 'confiscator' role. This would free up three experienced detectives for other duties. The increased efficiency would support the following SCD six objectives; to increase the number of disruptions to organized criminal networks; to increase the value of assets identified by the courts for seizure; to increase the number of cases where assets are identified for seizure; to increase the value of restraint orders and to improve the use of suspicious activity reports from financial institutions.

The financial training infrastructure is already in place for this role and will cost the MPS nothing to train the new staff. Savings of £90k have been identified through replacing experienced detectives with well-trained Police Staff investigators. The project also seeks to increase the diversity of the workforce by recruiting from the widest possible candidate pool.

DIRECTORATE OF PROFESSIONAL STANDARDS (DPS)

The DPS programme is not included within the funding arrangements that have been afforded to the other initiatives since it commenced on 1 April 2006 and was therefore already underway when the WFM programme began. It will conclude within this financial year 2006/7. There is also discussion within the Business Group currently to extend the programme to a 5-year plan and to extend the police mix further.

The Police Reform Act led to the expansion of a mixed economy workforce within the Metropolitan Police Service. As part of the DPS Review, the DPS examined the need for warranted officers to conduct tasks that do not require police powers. In June 2005, a project was launched to develop and implement the role of Investigative Support Officer (ISO) within the Internal Investigation Command. Seven ISOs were recruited and the background of those recruited varied greatly;

- Former Coroners Officer
- Retired Detective Sergeant
- Former Civil Service Administrative Officer
- Former DPS Specialist Investigations administrative officer
- Former Medical / Dental Investigator
- Former IIC Caseworkers

In addition, to date modernisation changes have also been implemented around the Witness Protection Unit (four roles) and Civilian Surveillance Officers (three roles).

In respect of the ISOs, the pilot scheme is going well and a successful outcome is expected, although training issues have been identified and are expected to be remedied in house. The final evaluation report is expected in November 2006.

TERRITORIAL POLICING

There are two projects that are being piloted within the WFM programme. These are; Project Beacon - Custody Processing Clerks and Custody Nurses (18 roles) and six Case Management Officer roles within the Integrated Criminal Justice Units. These two projects are incorporated within the TP MODES submission.

SPECIALIST OPERATIONS

It is likely that SO will be submitting a business case for 2007/8 to pilot Firearms Instructors jointly with CO19 and Firearms Issuing Officers. However, a business case has not yet been formally submitted to the Project Board.