

REQUEST FOR DMPC DECISION – PCD 132**Title: Investigative Coaches****Executive Summary:**

This paper requests approval to recruit 63 investigative coaches (Band D) at a cost of £2,683,000 per annum and two band C at a cost of £114,000 per annum over the financial years 2017/18 and 2018/19. The Investigative Coaches will support and train direct entry detectives and existing Trainee Detective Constables.

Recommendation:

The DMPC is asked to

1. Approve the recruitment of 63 investigative coaches (Band D) at a cost of £2,683,000 per annum and two Band C at a cost of £114,000 per annum for up to a two year period to support and train direct entry detectives, including existing Trainee Detective Constables.
2. Approve the total funding of £5,594,000, which is to be paid in two tranches (£2,797,000 per annum). A review will be carried out at month nine to ensure the proposal is delivering its objectives and is providing value for money. The MPS should submit this review to MOPAC for their consideration.
3. Ensure proper oversight of this proposal, MOPAC will nominate an officer to sit on the Detective Diamond Group.

Deputy Mayor for Policing And Crime

I confirm 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. Any such interests are recorded below.

The above request has my approval.

Signature *Paul Hender*

Date 30/1/17

PART I – NON-CONFIDENTIAL FACTS AND ADVICE TO THE DMPC

Decision required – supporting report

1. Introduction and background

- 1.1. The MPS is currently 662 detectives short of its current design. This impacts on the MPS's ability to manage resources and deal with current and emerging threats within London. To address this issue the Detective Diamond Group has developed the idea of using Investigative Coaches to support and train current and direct entry detectives, as a short term measure to support the recruitment of detectives.
- 1.2. A direct recruitment pathway for detectives to join the MPS was proposed under the Attract Work Stream of the Workforce Futures programme. This will not require the recruit to undertake any uniform duties and their development will be through a dedicated detective career pathway. It is hoped this will increase Detective Constable numbers across the MPS.
- 1.3. This proposal provides a much needed support structure for trainee detectives, for whom many feel unsupported and that there are barriers to their development. The introduction of the Investigative Coaches will provide a consistent method of developing both existing Trainee Detectives and new direct entry detectives.
- 1.4. The training will be delivered by Band D support staff and will be overseen by two Band C members of staff, who will provide governance and oversight. The Investigative Coaches will initially be on a 12 month contract, with the option to renew for a further 12 months.

2. Issues for consideration

- 2.1. The success of this proposal is partly predicated on recruiting sufficient direct entry detectives who are able to pass the National Investigators Exam or are successfully streamed into the detective pathway.

3. Financial Comments

- 3.1. There is no budget provision for this proposal during the required period of 2017/18 and 2018/19. It is proposed that the total cost of £5,594,000 will be funded from the Specialist Crime and Operations forecast year end underspend for 2016/17. An earmarked reserve will be created and funding will be drawn down in future years.

4. Legal Comments

- 4.1. Ex police officers will be employed under the scarce skills to recruit scheme. This process has been approved by the MPS Management Board and the Directorate of Legal Services. Applicants will need recent skills and experience and a relevant gap between leaving the service as a police officer and re-joining on the approved return scheme as police staff.

5. Equality Comments

- 5.1. An Equality Impact Assessment has been prepared. There are no significant impact that has been identified which suggests that any of the protected groups, as defined under the Equality Act, would be unduly affected by this Trainee Detective Constable (TDC) programme and use of investigative coaches. Potentially, the TDC programme opens up far more significant opportunities from within the above protected groups as well as direct recruitment externally through industry and direct

streaming which will open up a greater pool of diverse applicants into the organisation. This is seen as a positive recruitment opportunity for the MPS.

6. Background/supporting papers

6.1. None.

Public access to information

Information in this form is subject to the Freedom of Information Act 2000 (FOIA) and other legislation. Part 1 of this form will be made available on the MOPAC website within 1 working day of approval. Any facts/advice/recommendations that should not be made automatically available on request should not be included in Part 1 but instead on the separate Part 2 form. Deferment is only applicable where release before that date would compromise the implementation of the decision being approved.

Part 1 Deferral:

Is the publication of Part 1 of this approval to be deferred ? NO

Part 2 Confidentiality: Only the facts or advice considered as likely to be exempt from disclosure under the FOIA should be in the separate Part 2 form, together with the legal rationale for non-publication.

Is there a **part 2** form – No

If yes, for what reason: EXEMPT under Article 2(2)(a) of the Elected Local Policing Bodies (Specified Information) Order 2011.

ORIGINATING OFFICER DECLARATION:

	<i>Tick to confirm statement (✓)</i>
Head of Unit: The Head of Strategic Finance and Resource Management has reviewed the request and is satisfied it is correct and consistent with the MOPAC's plans and priorities.	✓
Legal Advice: The MPS legal team has been consulted on the proposal.	✓
Financial Advice: The Head of Strategic Finance and Resource Management has been consulted on this proposal.	✓
Equalities Advice: No Equality and Diversity issues identified.	✓

OFFICER APPROVAL**Chief Executive Officer**

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 Deputy Mayor for Policing and Crime.

Signature

R. Lawrence

Date

25/1/17

Investigative Coaches

Investment Advisory Board 12TH January 2017

Report by AC GALLAN on behalf of the Deputy Commissioner

The Metropolitan Police Service (MPS) is currently 662 detectives short of its current design. This short fall has a significant impact on the ability of the MPS to meet both current and emerging threats, levels of attrition and future demands. A direct recruitment pathway for detectives to join the MPS was proposed under the Attract Work Stream of the Workforce Futures programme. This will not require the recruit to undertake any uniform duties and their development will be through a dedicated detective career pathway.

There has been an agreement to create the roles of Investigative Coaches through People Board. These full time roles will be to coach new Trainee Detective Constables as the MPS actively increases the resource pool of Detectives.

Currently there is no existing structure to support Trainee Detective Constables within the Metropolitan Police. The role of the investigative coach will provide a sound infrastructure to support both existing and direct entry detectives into the Metropolitan Police.

Portfolio and Investment Board (PIB) have agreed in principle the role of Investigative Coaches in a structure under Detective Training School to provide support and training to Trainee Detectives.

A. RECOMMENDATIONS - That

1. Investment Advisory Board (IAB) to agree the principle of recruiting 63 investigative coaches (Band D) at a cost of **£2,683,000 (per year)** and two Band C's at a cost of **£114,000 (per year)** for a two year period to support and train direct entry detectives, including existing Trainee Detective Constables (TDCs).
2. The report was agreed at PIB and subject to further discussions on the funding of this initiative. It is proposed that this is funded from the final underspend at 2016/17 outturn by creating an earmarked reserves. The release of these reserve funds year on year will be subject to review and performance of this investment.
3. The performance of this investment will be overseen by the Diamond Group and MOPAC, who will review the release of funds during the initial stages of implementation and the performance of this investment after the first twelve months.

B.
SUPPORTING INFORMATION

1. Organisation overview

The MPS is currently 662 detectives short of its current design. This short fall has a significant impact on the ability of the MPS to meet both current and emerging threats, levels of attrition and future demands.

The Detective Diamond Group seek to develop solutions to address the current short fall of detectives across the MPS in all ranks and to establish and mitigate the reasons for staff not choosing to follow a detective career pathway.

The aim is to provide clear progression for all detective ranks that will develop a balance of experience and skill base across the organisation. This will lead to a sustainable detective workforce with clear lines of progression for the future, which is financially and operationally effective in the training and distribution of all detective ranks across business groups. This project will link in to the National Workforce Futures innovation programme. The support of current and direct entry detectives will be successful subject to support and training through investigative coaches.

A direct recruitment pathway for detectives to join the organisation was proposed under the Attract Work Stream of the Workforce Futures Programme. This will not require the recruit to undertake any uniform duties and their development will be through a dedicated detective career pathway.

The opportunity has arisen to pilot the process with a cohort of Special Constables who have expressed an interest in joining as detectives. This cohort will give an opportunity to safely identify some new foundation and continuation training designs prior to external recruits arriving. The internal marketing campaign was launched on the 3rd October 2016. There is an aspiration to recruit up to 160 TDCs through this pilot.

There has been an agreement to create the roles of Investigative Coaches through People Board. These full time roles will be to coach new TDCs as the MPS actively increases the resource pool of detectives.

2. Strategy and programme investment aims.

Investigative Coaches are key to delivering a successful and sustainable direct entry scheme for detectives. Management Board has concluded that it needs to put in place short term return options for former police officers into police staff as it builds its normal recruitment pipelines. Detectives returning as investigative coaches are an agreed option.

The goal and preferred option outlined by the Detective Diamond Group would be to provide Band D support staff to deliver investigative coaches for direct entry detectives as well as existing Detectives on the TDC scheme. This will provide a consistency of professional standards in detective training throughout the organisation under a single governance structure.

The proposed governance structure would be under the management of Detective Training School. Staff will be managed centrally with a locally delivered service on each

Not Protectively Marked

Borough Operational Command Unit (BOCU). Detective Training School will maintain governance as well as the consistency of detective training and expectation of the Professionalising Investigation Programme (PIP) process. The benefits of this will provide a consistency of training and development MPS wide with dedicated support to supervisors and assessors.

The benefits of utilising contracted staff will allow for flexibility in scale with initial contracts of 12 months which will be extendable to two years on review. This will support projected detective constable growth (See table 1).

	Q2 Sept 16	Q3 Dec 16	Q4 Mar 17	Q1 Jun 17	Q2 Sep 17	Q3 Dec 17	Q4 Mar 18	Q1 Jun 18	Q2 Sep 18	Q3 Dec 18
Target	5531.40	5531.40	5531.40	5531.40	5531.40	5531.40	5531.40	5531.40	5531.40	5531.40
Actual	4677.33	4869.33	5122.33	5155.33	5268.33	5301.33	5334.33	5447.33	5480.33	5513.33
Vacancy	751.07	662.07	409.07	376.07	263.07	230.07	197.07	84.07	51.07	18.07
Attrition p.q.	-133	-117	-117	-117	-117	-117	-117	-117	-117	-117
TDC growth p.q.	103	116	150	150	150	150	150	150	150	150
DC Streaming p.q.	0	90	60	0	0	0	0	0	0	0
DE - MSC to DC	0	0	160	0	0	0	0	0	0	0
DE - External	0	0	0	0	80	0	0	80	0	0

Table 1

Expected TDC growth through streaming 2016 to 2018

3. Benefits

Investigative Coaches for TDCs

The development and support of TDCs is fundamental to the success of the programme, in terms of the introduction of investigative coaches. This will also improve the support and experience of existing TDCs within the MPS.

The main purpose of the role will be to:

- To facilitate bringing offenders to justice.
- To work as part of the local operations with specific responsibility for coaching and advising trainee detective officers in effective criminal investigation techniques and active case management.
- To provide support to the Detective Sergeants in the development of trainee detective officers so as to achieve performance targets in line with the Mayor's Policing Plan.
- To support and proactively upskill and mentor probationer trainee detectives to meet the National Standards of PIP level 2.

The number of Investigative coaches needed were identified by the Strategic HR Business Partner for Territorial Policing Chief Officer Group. The initial ratio of

investigative coaches was agreed as 1 to 10, which would equate to 63 investigative coaches needed to provide initial training, as well as further support through the officer's training process of 24 months before achieving PIP level 2.

4. The case for change.

There is currently no recognised coaching structure for existing trainee detectives or any support mechanism for the agreed direct entry scheme. From an initial survey taken in May 2015 from 2700 Detectives, 30% cited a lack of support and guidance as being a barrier to development. A further 28% cited a need for better support and training for Trainee Detectives.

There is currently a gap of 700 DCs (14.2%) between Budgeted Workforce Target (BWT) and Actuals. The direct entry scheme intends to deliver 240 TDCs as direct entry detectives. This as well as internal growth and streaming would seek to increase the establishment of detectives to its design by April 2018. (See table 1)

Similar coaching projects have been implemented nationally in both Surrey and Thames Valley as added support to trainee investigators.

The MPS is leading the way nationally in the recruitment and streaming of Detectives. Our projected delivery of detectives would seek to meet the MPS design by April 2018. DC streaming and direct recruitment allows the organisation to grow in detective numbers. A coaching structure is required to deliver this for both existing, streamed and direct entry detectives.

5. Key Dependencies, Assumptions and Risks.

There is an assumption that there will be a successful advertising campaign for direct entry detectives who then pass the National Investigators Exam (NIE). The following are the identified risks in the recruitment of investigative coaches that will support the various pathways.

- Initial business plan for full external recruitment rejected
- Lack of external resource due to MPS demand on ex investigators pool.

6. Existing arrangements

Currently there is no existing structure to support Trainee Investigators within the MPS. Support for existing TDCs is provided by BOCU supervisors and assessors. The consistency of this varies from borough to borough depending upon staff vacancy factor and experience within the BOCU.

In the initial paper the following options regarding the recruitment of detective investigative coaches were assessed by the Detective Diamond Group. The impact of the existing detective work force was also considered.

These 6 options included the use of police staff investigators and private company suppliers to supplement the Detective capability.

Option 1 :

To recruit experienced detectives as coaches from existing detective workforce as full time investigative coaches on each Borough. Recruitment will be subject to suitability and selection.

Impact

Impact on business as usual with abstraction of staff to perform role in a diminished detective resource with an already currently high vacancy factor.

Option 2 :

Recruitment of detective coaches from Territorial Policing for period of coach patrol only. Remaining training to be under taken by internal mentoring on Borough.

Impact

Reduction in abstraction for shorter period for established staff. Risk in a reduced level of support and training for probationary detectives.

Option 3

To recruit experienced detectives as coaches from Territorial Policing, SCO and SO as full time roles on each Borough with the ability of reviewing the distribution of coaches on a quarterly basis subject to posting demand for coach patrol and remaining probationary time.

Impact

Reduced impact on TP through wider use of coaches across business groups. Lengthy abstraction of staff from business groups.

Option 4

Recruitment of detective coaches from Territorial Policing, SCO and SO for period of coach patrol only. Remaining training to be under taken by internal mentoring on Borough.

Impact

Reduction in abstraction for shorter period for established staff. Risk in a reduced level of support and training for probationary detectives.

Option 5

Recruitment of detective coaches recruited from private company suppliers i.e: agency staff with suitable investigative skills.

Impact

This will have a significant negative cost implication for the initial 24 month coaching period as well as a potential lack of continuity of investigative coaches.

Option 6

Recruitment of detective investigative coaches as Band D support staff with previous detective experience with suitable investigative skills for coaching period.

Impact

Minimal impact on detective resource sustained training programme subject to funding. These investigative coaches will have the previous knowledge and expertise to provide a best practice approach to provide efficient and effective training in the development of trainee detectives.

Recommendation

Option 6 has been considered as the preferred option, selected by the Detective Diamond Group which will provide minimal impact to an already depleted detective workforce with minimal cost implication. The other options of models of support were considered unsuitable for this design.

Critical success factors

The Critical Success Factors (CSF) which have been used to assess the agreed options are:

- Be achievable by May 2017 with a decision made by the 12th January 2017 (to support direct entry implementation).
- Support direct entry detectives and existing TDCs.
- Increase levels of satisfaction of the TDC experience.
- Improve timeliness, consistency of initial training and ultimately quality of MPS investigators.
- Minimise impact of current workload experienced detectives during the implementation of direct entry detectives.

7. Commercial Case

The preferred option outlined by PIB would be to provide Band D support staff to deliver Investigative Coaches for direct entry detectives as well as existing detectives on the

TDC scheme. These will be overseen by two Band C members of staff who will provide governance and oversight. This will provide a consistency of professional standards in detective training throughout the organisation under a single governance structure.

The benefits of utilising fixed contracted staff will allow for flexibility in scale with initial contracts of 12 months which will be extendable up to two years on review.

C. OTHER ORGANISATIONAL & COMMUNITY IMPLICATIONS

Equality and Diversity Impact (mandatory)

An equality impact assessment has been prepared. There is no significant impact that has been identified which suggests that any of the protected groups, as defined under the Equality Act, would be unduly effected by this TDC programme and use of investigative coaches. Potentially the TDC programme opens up far more significant opportunities from within the above protected groups to be recruited into the Metropolitan Special Constabulary (MSC), as well as direct recruitment externally through industry and direct streaming which will open up a greater pool of diverse applicants into the organisation. This is seen as a positive recruitment opportunity for the MPS.

Financial Implications / Value for Money (mandatory)

The Financial Case

Project Cost

The table below summarises the current high-level ROM estimate of the costs of delivering this project.

	2017/18	2018/19	2019/20	2020/21	2022/23	Total
	£000	£000	£000	£000	£000	£000
Capital						
Revenue	2,797	2,797				5,594
Total	2,797	2,797				5,594

There is no requirement for capital for this project. There are insufficient staff budgets available in the MPS in 2017/18 and 2018/19 to fund this budget requirement. There are two options available to fund this pressure.

Option 1 is to hold 65 officer vacancies across the MPS to fund the investigative coaches pay costs for two years, however, this needs to be tied into the work to align police officer design to medium term budgets.

Option 2 is to use reserves. An ear-marked reserve will be created from the forecast underspend in 2016/17 and funding will be drawn down from this reserve in future years. The success of the project will be monitored and funding only released for the second year if the project achieves its objectives.

Not Protectively Marked

The report was agreed at PIB and was subject to further discussions on the funding of this initiative. It is proposed that this is funded from the final underspend at 2016/17 outturn by creating an earmarked reserves. The release of these reserve funds year on year will be subject to review and performance of this investment.

The performance of this investment will be overseen by the Diamond Group and MOPAC, who will review the release of funds during the initial stages of implementation and the performance of this investment after the first twelve months.

Potential Benefits (Cashable)

Whilst the project addresses a service issue of a lack of detectives in the organisation, there will be no cashable benefits to the organisation.

Legal Implications (mandatory)

Ex police officers will be employed under the scarce skills to recruit scheme. This process has been approved through Management Board and the Department of Legal Services (DLS). Applicants will need recent skills and experience and a relevant gap between leaving the service as a Police officer and re-joining on the approved return scheme as police staff. These legal implications have been approved through DLS.

Consultation undertaken (mandatory)

Directorate / Dept.	Name & Job Role	Rank / Grade	Date agreed
Territorial Policing	DAC McNulty	DAC sent	9/12/16
Specialist Crime & Operations	AC Gallan/ DAC Rodhouse	AC / DAC	9/12/16
Specialist Operations	Commander Hayden	Commander	9/12/16
Professionalism	NA		
Procurement	NA		
DP	NA		
HR	Claire Davis / Melissa Dalton		4/11/16
Legal (DLS)	Consulted through MPS return scheme		

Property	NA		
Finance Business Partnering	Lynda McMullan/Ian Percival/Ruth Hodson		22/12/16
Health & Safety	NA		
Equality and Diversity	Sam Fores		14/12/16
Business Change	Dave Reed	Chief Superintendent	23/11/16

Risk (including Health and Safety) Implications (mandatory)

Key Dependencies, Assumptions and Risks.

There is an assumption that there will be a successful advertising campaign of direct entry detectives who pass the NIE exam or are successfully streamed into the detective pathway. The following are the identified risks in the recruitment of investigative coaches that will support the various pathways.

The following are identified risks to the implementation of investigative coaches:

- Initial business plan for full external recruitment not approved by IAB by 12th January 2017.
- Lack of external resource due to MPS demand on ex investigators pool.
- There are no health and safety risks during the initial recruitment of investigative coaches.

Report author: Craig Turner Detective Superintendent

Background papers:

PART 2: EXEMPT SECTION OF THE REPORT

Not applicable

