

**RECORD OF DECISION  
MADE BY COMMISSIONERS**



Decision References		
PCC for Cleveland	PCC for Durham	PCC for North Yorkshire
24/2016	11/2016	12/2016
Executive Summary		
<p><b>Commissioners and Chief Constables are invited to give their approval to the formation of a single Major Investigation Team to cover Cleveland and North Yorkshire, in order to provide increased capacity and resilience to this area of policing.</b></p> <p><b>Background</b></p> <p>Major Investigation Teams contain specialists that play a key role in keeping communities safe. These include officer and staff roles that require highly specialised skills and expertise in the investigation of the most serious offences such as homicide, manslaughter, blackmail and kidnap.</p> <p>Due to the nature of Major Investigations, Forces have to cope with demand pressures arising in these areas and often have to make specialist skills available whilst creating additional pressure on other areas of policing.</p> <p>Given the pressures on police budgets, the Evolve Programme seeks to find an affordable way to enhance the resilience and capacity of Major Investigation resource and maximize the return on investment in this specialist area of crime operations.</p> <p>The underpinning principals for developing a Major Investigation Team on a collaborative basis are:</p> <ul style="list-style-type: none"> <li>• To maintain, improve or develop the service Forces provide to local people and local communities</li> <li>• To comply with national and regional requirements</li> <li>• To deliver the strategic direction set out by Police and Crime Commissioners in their Police and Crime Plans, and the requirements of other oversight bodies</li> <li>• To maximise opportunities for economies of scale, increasing resilience, joint</li> </ul>		

purchasing of specialist equipment, providing specialist skills or knowledge, or sharing management of joint teams where appropriate

- To provide the correct balance of specialist and omni-competent officers and staff.

**Proposition**

A business case was developed to explore the viability of an Integrated Major Crime Service to provide services in Cleveland, Durham and North Yorkshire. Following rigorous consideration by the Parties to the Evolve programme it is recommended that in the immediate term that Cleveland and North Yorkshire implement a two Force Major Investigation Team to service their communities.

The preferred option set out within the business case meets the requirements of the Evolve Programme. It provides the best opportunity to;

- ‘future proof’ major investigations whilst offering the highest potential for long-term financial sustainability
- ensure the best use of specialist resources by driving out duplication and ensuring consistency and support to local policing across the two forces
- increase the availability across the two forces of investigative and supervisory major investigation resources, providing resilience at times of peak demand
- enable both Forces to benefit from the creation of a dedicated cold case review function and MIST within this option
- encourage the use of agile working practices alongside other modern methods of working by developing a virtual hub
- reduce the space required for the unit, set-up costs would be kept to a minimum as there would be sufficient space within the current two force estate footprints to house the team
- develop common working policies, frameworks and reporting arrangements, providing greater transparency of cost and performance and enabling Forces to drive enhanced performance and value
- increase the number of dedicated officers and staff working within the major investigation functions from 47 to 74, through the use of workforce modernisation and slimmer management structures which concentrate resources to the front end of investigations

**Considerations**

In making their decision Commissioners and Chief Constables are invited to note the following:

- The full business case is based on analysis of previous demand, functional leads and area specialist have been engaged in revisiting the existing crime profile and establishing the level and impact of 'hidden demand' on any joint unit
- Stakeholders in the key enabling services (HR, Fleet, Estates, Information Technology and Finance) across all three Forces have provided advice on the viability of the Integrated Major Investigation Team model, and have contributed to the business case
- The business case model has been developed with and has the support of functional leads and area specialists. In line with the Evolve Programme's standard working practice, expert practitioners were engaged to design a service specification, setting out the key elements to be provided by a single unit.
- On Wednesday 22nd July 2015 the Joint Governance Board (JGB) met to consider the Outline Business Case (OBC) in respect of a Cleveland, Durham and North Yorkshire Integrated Service. The Board having reviewed the OBC, agreed in principle the recommendation that a collaborative hub and spoke model would best meet the requirements of a three force model as set out in the agreed service specification. In addition to the agreement regarding the preferred operating model, the board undertook to review the OBC in more detail in order to determine if and when to progress with the implementation of a collaborative service and to move to a full business case regarding the preferred option as set out in the OBC.
- In the view of the Policing advisors to the Police and Crime Commissioner for Durham, implementation of an IMCS at this time would not allow the force to adequately service local requirements. Whilst the potential benefits identified in the OBC are recognised, there are local implications that relate to the consequential impact on other areas of policing that make participation in the immediate term unviable.
- Following the decision for Durham not to proceed with a collaborative service at this time, a subsequent review was conducted as to the viability of a collaborative unit between Cleveland and North Yorkshire. The initial proposed model was reviewed to verify the feasibility and associated costs of

the proposal based on a two force model and to confirm that the model continued to meet the strategic intent and principles set within the Evolve Programme. Whilst the hub and spoke model remained viable for operational delivery of major crime investigations, there were concerns that simply adopting the model with the removal of Durham from the structure could have issues with resilience of the unit.

- A further business case was prepared setting out the amended proposal for a collaborative Cleveland and North Yorkshire Major Investigation Team (CNYMIT). Building on the model presented within the original business case. The business case was presented to Coordination and Delivery Meeting (CDM) on Thursday 25th February 2016 where the proposal for a CNYMIT was agreed.

Decision Requested

The Police and Crime Commissioners to the Evolve Programme are invited to:


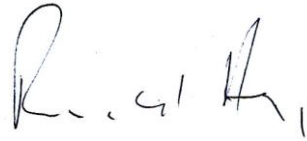
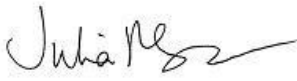
1. Endorse the implementation of a Major Investigation Team to service Cleveland and North Yorkshire.
2. To note the respective positions of Commissioners and Chief Constables within Evolve on commitment to a Major Investigation Team to the following effect;
  - a. Cleveland are supportive and committed to implementation of an Integrated Major Investigation Team
  - b. Durham are unable to commit to the implementation of an Integrated Major Investigation Team at this time
  - c. North Yorkshire are supportive and committed to implementation of an Integrated Major Investigation Team;

On that basis and subject to final business case approval to progress in the immediate term on a two force basis between Cleveland and North Yorkshire.

3. To commit to concluding an appropriate formal agreement, in the first instance a sub-functional agreement, for progressing on a two force basis.
4. To keep the collaborative arrangement under review as is their statutory duty.
5. Review with Policing Advisors in the medium term with a view to integration of additional parties.

Police and Crime Commissioner for Cleveland

NOT PROTECTIVELY MARKED

The above decision request HAS / <del>DOES NOT HAVE</del> my approval.		
Police and Crime Commissioner for Durham		
The above decision request HAS / <del>DOES NOT HAVE</del> my approval.		
Police and Crime Commissioner for North Yorkshire		
The above decision request HAS / <del>DOES NOT HAVE</del> my approval.		
PCC for Cleveland	PCC for Durham	PCC for North Yorkshire
Signed:	Signed:	Signed:
		
Date: 21/03/2015	Date: 21/03/2015	Date: 21/03/2015

Before making this decision the Commissioners received appropriate support and professional advice in relation to material implications and risks. Points of exception are captured below:

Legal / Monitoring Officer Remarks
Having read this report and having considered such information as has been provided at the time of being asked to express this view, the Monitoring Officer is satisfied that this report does not ask the PCC for Cleveland to make a decision which would (or would be likely to) give rise to a contravention of the law.
Having read this report and having considered such information as has been provided at the time of being asked to express this view, the Monitoring Officer is satisfied that this report does not ask the PCC for Durham to make a decision which would (or would be likely to) give rise to a contravention of the law.
Having read this report and having considered such information as has been provided at the time of being asked to express this view, the Temporary Deputy Force Solicitor is satisfied that this report does not ask the PCC for North Yorkshire to make a decision which would (or would be likely to) give rise to a contravention of the law subject to all legal requirements being complied with during the implementation of the project.
Chief Finance Officer Remarks
Having read this report and having considered such information as has been provided at the time of being asked to express this view, the CFO for the PCC for

NOT PROTECTIVELY MARKED

Cleveland is satisfied that the business case has adequately addressed relevant financial considerations.

Having read this report and having considered such information as has been provided at the time of being asked to express this view, the CFO for the PCC for Durham is satisfied that the business case has adequately addressed relevant financial considerations.

Having read this report and having considered such information as has been provided at the time of being asked to express this view, the CFO for the PCC for North Yorkshire is satisfied that the business case has adequately addressed relevant financial considerations.

Human Resource Advisor Remarks

The Major Investigation Team [MIT] Business Case proposal identifies some significant HR considerations, most notably for Cleveland, as North Yorkshire have already created MIT structures and resources within their force. It is recognised that the proposal aims to develop and enhance operational capacity and resilience within this specialised area of policing. The Business Case as proposed has paid attention to the necessary HR implications as identified within the Business Case, therefore, the required engagement and communications with staff and staff representatives will take place to support the introduction of any new arrangements.

Other exceptional risk or compliance matters

The Commissioners are satisfied that prior to being invited to make this decision that the supporting documentation deals with specific compliance matters. Where appropriate these will continue to receive due consideration.