

**GREATER MANCHESTER POLICE**  
**CHIEF OFFICERS GROUP BOARD**

## 1 Document Information

<b>Report title</b>	Professional Standards Branch (investigations)Transformation
<b>Contact Name</b>	Chief Superintendent Annette Anderson
<b>Chief Officer Sponsor</b>	DCC Pilling

Please indicate [X] the following information:

<b>For consideration within:</b>	<input type="checkbox"/>	Part 1 of the agenda (Public) <i>(All minutes and papers will be fully disclosed and published through the Force Publication Scheme)</i>
	<input type="checkbox"/>	Part 2 of the agenda (Non – Public) <i>(All information will be considered non public and non disclosable for Freedom of Information purposes)</i>

## 2 Purpose of the Report

To gain Chief Officer approval to proceed to implementation of the redesign of the Professional Standards Branch (investigations).

## 3 Executive Summary

The Professional Standard Branch Transformation Business Case was submitted to the Chief Officers Group Board on the 25<sup>th</sup> July 2017.

The Board approved the following proposals in principle, subject to the funding being identified as part of the 2018/19 budget setting approval.

### 1. The creation of an Assessment Team in PSBi *(additional 5 x E Grade Police Staff posts)*.

The purpose to provide a customer focused assessment and decision making function for the recording and handling of public complaints and misconduct matters. By creating a front end system, with the correct resources and skills, for the receipt of all demand into PSB will provide a more consistent capability and foster a more interactive approach to complainant management, with improved timeliness and creating the environment for the necessary and proportionate response to demands entering the unit.

### 2. The creation of an Organisational Learning , Prevention & Education Team *(additional 1 x G Grade Intelligence Analyst post)*.

To provide a central point for the collation, logging, analysis, dissemination and interventions in relation to identifiable broader organisational learning from the current review and reporting functions within GMP.

### 3. The creation of an Admin Team *(additional 1 x E Grade and 5 x C Grade Police Staff posts)*.

### 4. The creation of a Misconduct Proceedings Unit.

### 5. Uplift in the establishment of Police Constables: 13 to 21 FTE for Assessment, Investigation and Coronial Teams.

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## GREATER MANCHESTER POLICE

### CHIEF OFFICERS GROUP BOARD

#### 6. Decrease in established posts of 1 x Inspector FTE and 1 x Sergeant FTE

To provide the appropriate level of resource to PSB investigations into public complaints and misconduct to enable greater and more consistent investigatory standards, balanced workloads and provide the capacity to focus on customer relationship building. By creating consistent documentary standards, increasing the Appropriate Authority capacity and capability to make decisions will enable greater confidence in the service provided to both public complainants and officers within GMP.

#### 7. New job titles and job descriptions for a number of existing Officers and Staff.

The funding for the proposals was approved from the 2018/19 budget setting process.

Formal consultation has now concluded and this report seeks approval to proceed to implementation of the PSB redesign.

## 4 Recommendations

Permission to progress to the implementation of the Professional Standards Branch transformation;

1. The creation of an Assessment Team in PSBi (*additional 5 x E Grade Police Staff posts*).
2. The creation of an Organisational Learning , Prevention & Education Team (*additional 1 x G Grade Intelligence Analyst post*).
3. The creation of an Admin Team (*additional 1 x E Grade and 5 x C Grade Police Staff posts*).
4. The creation of a Misconduct Proceedings Unit.
5. Uplift in the establishment of Police Constables: 13 to 21 FTE for Assessment, Investigation and Coronial Teams.
6. Decrease in established posts of 1 x Inspector FTE and 1 x Sergeant FTE
7. New job titles and job descriptions for a number of existing Officers and Staff.

## 5 Implications

### 5.1 Financial and Resourcing

The full financial table was included in the Gate 3 Business Case. There have been the following adjustments;

- No requirement for a project manager and will be delivered with existing resources in PSB
- 5 x Police Staff Investigator posts have have been re-evaluated and increased from grade G to grade H as a result of the proposed changes.

The additional funding required for the re-evaluated Police Staff Investigators is shown below;

	2018/19	2019/20	2020/21	2021/22	2022/23
Police staff pay	£	£	£	£	£
Upgrade IO post from Grade G to Grade H x 5 staff effective from 1 Oct 18	8,973	17,945	17,945	17,945	17,945

### 5.2 Human Resources

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**GREATER MANCHESTER POLICE**  
**CHIEF OFFICERS GROUP BOARD**

Training needs has been included in the Gate 3 Business Case and remains unchanged.

**5.3 Outcomes / Performance Improvement**

This is included in the Gate 3 Business Case and remains unchanged.

**5.4 Risk Assessment**

A full risk assessment is included within the Gate 3 Business Case and remains unchanged.

**5.5 Equalities, Diversity and Human Rights**

A full EIA is included in the Gate 3 Business Case and remains unchanged.

**5.6 Consultation**

Consultation with Unison and the Federation commenced on 19<sup>th</sup> March 2018.

All impacted officers and staff (16.64 FTE Staff and 33.6 FTE Officers) received letters during 1-1s that explained how they were individually affected and dialogue has continued throughout the consultation period.

All officers and staff have been slotted into an equivalent role within the new PSB structure with revised job descriptions for most staff and a new shift pattern for officers and staff carrying out the role of Investigation Officer. There have been no redundancies or displaced officers as a result of the restructure. Meanwhile there are a number of new posts for which a recruitment plan has been devised.

There were no significant issues raised by the Federation and any Police Officer matters were finalised with the Federation on 17<sup>th</sup> April 2018.

In accordance with the Redundancy Policy, when making changes to roles, Police Staff are considered in terms of how their substantive post is affected. Depending on the circumstances, staff will be considered to be safe, pooled, ring-fenced or at risk of redundancy.

An individual may be considered to be safe and, therefore, slotted into a role if it is largely unchanged in relation to grade, nature of the work, skills, knowledge and experience required and the number of people doing the role.

An individual may be ring fenced for a specific role if it is believed they have a claim on a new role, or their current role is significantly changed in relation to its grade, nature of the work or skills, knowledge and experience required. In this situation appropriate assessments and / or interviews are used in order to determine whether ring-fenced staff are able to demonstrate that they're appointable to the new or changed role. If unsuccessful during the selection process then they are at risk of redundancy.

As part of the restructure the role of Investigation Support Officer (Grade C) is to be disestablished and a similar role, that of Administration Officer (Grade C), is to be established. However, as it has been assessed that the new role is a very similar role to the existing role, the 3.64 FTE substantive members of staff affected by this part of the restructure have been slotted directly into the new role.

During consultation staff may challenge how they are impacted if they think their status has been assessed using incorrect or incomplete information. Challenges are considered collectively by a panel made up of management members and representatives from HR. The decision made by the panel is final and there is no appeal process in relation to the outcome of a challenge

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## GREATER MANCHESTER POLICE

### CHIEF OFFICERS GROUP BOARD

Challenges were received from [REDACTED] members of staff in relation to the PSB restructure. [REDACTED]  
[REDACTED] The basis of the challenge was that they believed that the role they are actually performing is similar, if not the same, as the new [REDACTED] role and they should, therefore, be slotted into that role rather than the role of [REDACTED]

A Challenge Panel took place on 18<sup>th</sup> April at which the challenges were not upheld. It was acknowledged that the staff concerned may well have carried out a variety of duties which are not listed on their substantive job description. However, on the basis that a new job description has not been created, formally consulted on or implemented, this was not considered in the matching exercise.

It was agreed, however, that the [REDACTED] new [REDACTED] roles would be advertised exclusively within the PSB Branch in the first instance in acknowledgement that the roles may provide an opportunity for existing staff who may have the relevant skills and knowledge. The [REDACTED] staff who submitted the challenge were encouraged to apply for the new [REDACTED] roles in the new structure when they were advertised and the Change Team offered to hold interview workshops to help support anyone with interview preparation.

The only issue raised by Unison was that of the [REDACTED] challenges described above. In all other respects, there have been no challenges or issues raised regarding the proposed changes. However, based on subsequent extensive examination of evidence submitted by the [REDACTED] staff concerned, followed by further dialogue with Unison, agreement has now been reached. Based on the evidence provided, it is conceded that there are grounds for ring-fencing [REDACTED] staff members for the role [REDACTED] rather than slotting them into the post [REDACTED]. This is on account of the fact that, over the years, it is acknowledged that they have taken on additional responsibility over and above their current job description and some of that work is similar, if not the same, as some aspects of the new [REDACTED] role. There are aspects of the new role that they have not carried out and some aspects that they have carried out to a certain extent but not to the extent required in the new role and, therefore, there are no grounds for directly slotting the staff into the new role. By ring-fencing [REDACTED] staff members concerned, they will have the opportunity to take part in a closed selection process for the [REDACTED] role to determine whether they are appointable to the new role. If unsuccessful, they will then be at risk of redundancy and eligible for redeployment.

Agreement was reached with Unison on 21<sup>st</sup> June 2018 regarding the [REDACTED] challenges and, on this basis, it was agreed that consultation could conclude. Permission is now sought from Chief Officers to proceed on the basis described.

Appropriate notices will be provided to Officers and Staff before the changes take effect and it is anticipated that all the changes will take effect on 22nd October 2018.

## 6 Detail of Report

On the 25<sup>th</sup> July 2017, a Gate 3 Business Case on the Professional Standards Branch (investigations) Transformation was presented to the Chief Officers Group. The proposals within the Business Case were approved in principle subject to funding granted from the 2018/19 budget setting process. This was approved in March 2018 and permission was granted to move to formal consultation. This has now been completed and the detail of the process is contained above in 5.6.

Permission is now requested to move to full implementation of the agreed proposals;

1. **The creation of an Assessment Team in PSBi (additional 5 x E Grade Police Staff posts).**
2. **The creation of an Organisational Learning , Prevention & Education Team (additional 1 x G Grade Intelligence Analyst post).**
3. **The creation of an Admin Team (additional 1 x E Grade and 5 x C Grade Police Staff posts).**
4. **The creation of a Misconduct Proceedings Unit.**

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## **GREATER MANCHESTER POLICE**

### **CHIEF OFFICERS GROUP BOARD**

- 5. Uplift in the establishment of Police Constables:** 13 to 21 FTE for Assessment, Investigation and Coronial Teams.
- 6. Decrease in established posts of 1 x Inspector FTE and 1 x Sergeant FTE**
- 7. New job titles and job descriptions for a number of existing Officers and Staff.**

The transformation and project management will be delivered by existing resources within the Professional Standards Branch and led by the Head of PSB.

It is anticipated that, if approval is granted, that implementation will be delivered by the 22<sup>nd</sup> October 2018.

## GREATER MANCHESTER POLICE

### CHIEF OFFICERS GROUP BOARD

#### **Appendix A – Consultation**

Please complete the table below, documenting which stakeholders have been consulted in the development of this report, if applicable and the outcome **(Including, wherever relevant or necessary, comments/views provided)**.

*This is not intended to be exhaustive; equally, it does not follow that on each occasion every group mentioned must be consulted – this will depend on the circumstances and nature of the issue. Wherever practicable, appropriate or relevant, consultation may also be extended to other groups.*

Business Area	Contact name	Ext Number
Finance		
IS		
HR		
Establishment		
OLWD		
Fleet		
Estates		
Business Support Services		
Change Branch		
External Relations and Performance		
Unison		
Police Federation		
Supts Association		
Procurement		
Equality & Diversity		
Health & Safety		
OPCC		

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