



## Report of the Police and Crime Panel

**Report title:** Force Review - Crime & Criminal Justice changes

**Date:** February 2024

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**Purpose of the report:** Update on the Force Review progress in the Crime & Criminal Justice command

**Recommendations:** For information.

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### 1. Executive Summary

A previous report (August 2023) provided an overview of the progress of the Force Review to date and particularly the changes in Local Policing. This report provides more information about the changes in the Crime and Criminal Justice command.

### 2. Force Review

The Force Review began in Spring 2022 to undertake an assessment of the force structures, in Local Policing, Force Intelligence and Specialist Operations (FISO), Crime and Criminal Justice. The central aim of the Force Review was to improve service to the public through a structure that allows for increased capacity across the operational functions of the force. Shortly after work began, an £8m savings target was added to the Review's work. The scope of the Force Review was later expanded to cover the remaining departments in the force to identify a further £7.4m savings.

The Force Review is taking a phased approach to reviewing force functions, with Crime & Criminal Justice covered in Phase 3 which began in April 2023 and completed in August 2023.

### 3. Crime & Criminal Justice Review

The Force Review noted the landscape of Crime and Criminal Justice has seen significant transformation since 2010, including the following key points:

- Societal changes have led to an increase in reporting of offences such as sexual offences and domestic abuse.
- Child sexual exploitation (CSE) has emerged as a distinct crime category in the past decade.
- The internet has become the new frontier for child sexual abuse.
- The HMIC National Child Protection Inspection reviewed TVP's effectiveness at safeguarding children and found opportunities to focus on the voice of the child. They also found capacity was stretched in some areas.
- Expectations around the police investigation of rape and serious sexual assaults has grown exponentially over the past decade. Further professionalisation of



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policing's response is driven by the HMIC VAWG report, and the national model for the investigation of rape and sexual offences under Operation Soteria Bluestone.

- Levels of recorded domestic abuse have increased and domestic abuse is now recognised as one of the 6 national threats. In 2022 domestic abuse accounted for 17% of all recorded crime and the Domestic Abuse Act 2021 signalled a shift towards comprehensive multi-agency investigations and driven a move to recognise all children as victims. Violence against Women and Girls is now in the Strategic Policing Requirement.
- Homicide levels have changed across the UK over the past 20 years. Between the 2000s and the early 2010s, the number of homicides in the UK decreased, but after 2014, the trend began to reverse. The number of homicides started to increase, with some fluctuation. In the year ending March 2022, there were 662 victims of homicide.
- Changes have also been observed in the Management of Sexual Offenders and Violent Offenders (MOSOVO) requirements in recent years with the number of offenders requiring management increasing by around 10% year on year.

The Force Review assessed the existing Crime, Criminal Justice and Intel structure and found that it presented a number of strengths and benefits. These included Chief Superintendent leadership for high risk areas of business and providing head of profession functions, effective Major Crime, Serious Organised Crime, Intelligence and capabilities Integrated Offender Management (IOM) capabilities. However, the Review also identified a number of issues with the current structure, notably that it has not evolved to reflect the increase importance of public protection areas of service delivery, and that Criminal Justice is a large and complex command carrying significant risks but lacked Chief Superintendent oversight. It also found that MOSOVO capacity is falling short of national guidelines on officer/offender ratios and a disconnect between schools officers and the Youth Offending Team from separate line management arrangements.

The Force Review made a number of recommendations from its work in Crime & Criminal Justice. These were presented to the Chief Constable's Management Team (CCMT) in August 2023 and agreed in full.

### Command structure

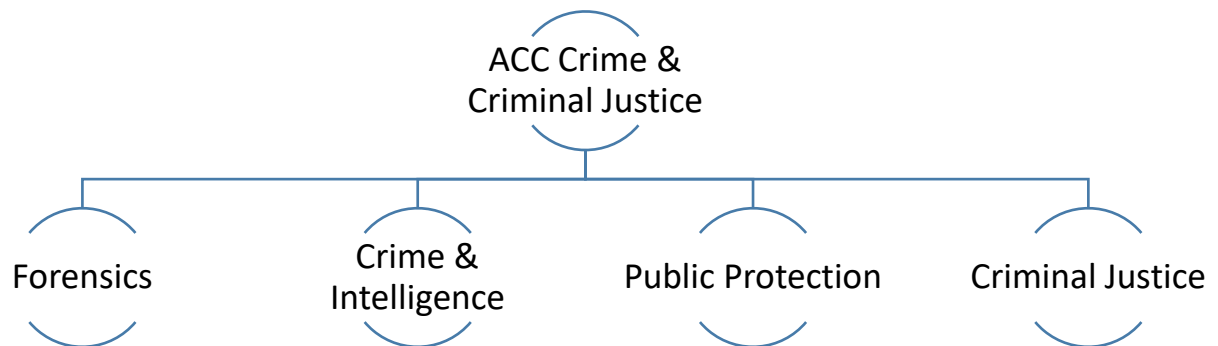
While recognising that there is no single correct structure and that every structure has potential risks and benefits, the Force Review recommended a revised structure across the command with a 4 department model; i) Crime and Intel, ii) Public Protection, iii) Criminal Justice, iv) Forensics. This model provides:

- Chief Superintendent leadership for Criminal Justice, recognising the size of the department and the array of functions provided across criminal justice activity.
- A Superintendent lead for Custody in recognition of the high risk in this area.
- Chief Superintendent leadership for Public Protection. This is proposed in response to the growing requirements and expectations in this area and the need for strategic leadership and a head of profession in this business area.

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- Making Forensics a stand-alone department with the current senior police staff (at Chief Superintendent level) reporting directly into the ACC Crime and Criminal Justice.
- Removing FISO as a stand-alone command, merging it with the Crime functions not moving into Public Protection. This creates a new Crime & Intelligence department with Major Crime, Specialist Operations and Intelligence.

Administrative support was also proposed to be brought together to support across the whole command.



### MASH

Multi-agency safeguarding hubs (MASH) are currently provided from 9 hubs across the force, 6 of which are in Berkshire for the separate local authorities. The Review identified that moving to 2 hubs in Berkshire would provide greater consistency of service and better supported staff, as well as aligning to the 5 Local Command Unit model in Local Policing. While this move is recommended, it is recognised that this will require significant work with partners to progress.

### Rape and sexual offences (RASO) and Domestic Abuse (DA)

The force does not have a team dedicated to the investigation of rape and sexual offences (RASO), but a small central RASO team provide support and direction. The agreed move of Domestic Abuse Investigation Units (DAIU) to a local function delivered by each of the 5 Local Command Units (LCUs) means that while the force will still require a head of Profession for Domestic Abuse, this portfolio will no longer be full time without the direct line management of the DAIU teams. Therefore, the Force Review proposed to merge the Detective Superintendent roles of Head of RASO and Head of Domestic Abuse (and Stalking) into a single Detective Superintendent post, supported by an additional Chief Inspector post as the deputy head of this function.



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### IOM and MOSOVO

The Review found that TVP has a strong and effective Integrated Offender Management capability despite some long-term vacant posts. Some of these vacant posts were recommended to move to MOSOVO to provide additional capacity, while others were recommended to be removed for savings.

### Child Abuse Investigation Unit (CAIU)

The Review commissioned Process Evolution to model the demand for CAIU, which found that an uplift in establishment is needed. Separately to the Force Review proposals, additional resources in line with the required uplift were allocated from other parts of the force in 2023.

### Justice Gateway

The Review recommended removing the Justice Gateway shift pattern as data indicates very little usage outside of core office hours. A small number of PC posts were recommended for removal as savings as ICR Sergeant capacity increased the support they can offer instead.

### Case Progression and File Quality

The Review recommended merging these teams with some minor efficiencies from alignment of supervision and roles.

Additionally, a small number of other vacant posts were recommended to be removed as savings across Criminal Justice.

## **4. Custody 2030**

While Custody 2030 is a stand-alone piece of work from the Force Review, the new command structure does grow the senior leadership in Criminal Justice and Custody to which should provide capacity to support the Custody 2030 activity.

The Force Review recommended the establishment of a PACE cadre, a dedicated group of Inspectors who are specialised to manage the detention of persons in custody. The aim of the cadre is to improve the quality of how custody is delivered, ensure that TVP is providing the maximum amount of care to detained persons and ensuring that investigations are expedited while detained persons are in custody.

## **5. Implementation**

Following the CCMT decision to proceed with the recommendations in August 2023, a project to implement the changes is now in place. This project is sponsored by ACC Crime & Criminal Justice, and is governed under the Force Review programme. The project will complete implementation during 2024/25, with a large number of the changes already underway. The new command structure will be in place in the first half of 2024,



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although the merge of removal of the Head of DA will not happen until all DAIU teams have moved to Local Policing as part of the LCU implementation (by March 2025).

### 6. Next Steps / recommendations

- Crime & Criminal Justice implementation will be completed under a project led by ACC Crime & Criminal Justice.
- The Force Restructure programme with the ACC Public Value and Legitimacy as the Senior Responsible Owner will continue to govern the ongoing Force Review and implementation projects, whilst ensuring progress with achieving the savings targets.

### 7. Conclusion

The Force Review's proposals for Crime and Criminal Justice will deliver efficiencies for the force, while also improving the effectiveness of service delivery in key parts of the command. In total this delivers £1.5m savings and the following effectiveness benefits:

- Introduction of a Public Protection Command, enhancing leadership above critical business areas identified as generating high demand
- Chief Superintendent leadership of Criminal Justice to recognise the scale and risk carried by the command, and dedicated Custody Superintendent to manage the threat and risk
- An increase of Chief Inspector establishment within Custody covering geographic scale, identified as best practice for larger forces
- Forensics becoming an independent command under the ACC Crime and Criminal Justice command, recognising seniority of leadership, planned growth and force-wide service delivery
- Support to the MOSOVO uplift requirement through the transfer of available posts
- Amalgamation of the File Quality and Case progression teams streamlining processes
- Joining the Admin teams for Crime and CJ to centralise delivery benefitting resilience and recruitment