

Performance and Resources Scrutiny Programme 2019

Report to: the Office of the Police, Fire and Crime Commissioner for Essex

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1.0 **Purpose of Report**

To provide an update on the 2019/20 Force Growth Programme in line with the agreed investment.

2.0 **Recommendations**

That the progress is noted by the Police, Fire and Crime Commissioner (PFCC).

3.0 **Executive Summary**

The 2019/20 Force Growth Programme is co-ordinating the additional investment by recruiting 215 more frontline officers, 32 operational police staff and 16 support staff roles. These officer and staff posts are being invested in line with the investment plans outlined to the PFCC, the last update was provided to the Strategic Board on 16 September 2019.

The previous paper detailed the variances from the recent Force Growth Programme Boards (22 July and 6 September 2019). Recommended adjustments have since been agreed by the Chief Officer Group and there have been no new variances.

Recruitment of police officers continues in line with the implementation timeline, and recruitment of police staff into various strands also continues. The two most significant areas of investment to be realised are the Town Centre Teams which became fully operational on 22 July 2019 and the increase of 50 officers to the Local Policing Team which became operational on 1 October 2019.

The Programme remains in a positive position six months into the financial year with 126 police officer posts and 13 police staff posts filled. Since the last update to the Performance and Scrutiny Board the Local Policing Teams and Rural Engagement Teams have seen growth (detailed in 5.0). A further 21 posts are in the recruitment process and October will see a further six growth areas advertised on Success Factors which will seek to recruit to a further 80 officer and 10 staff posts.

4.0 Introduction/Background

The 2019/20 investment recommendations put forward by Essex Police were carefully calculated to ensure that the Force remains local, visible and accessible to communities, responding to the growth in high harm and emerging crimes as well as investing in long term infrastructure, technology and skills. Figure 1 below shows the current planned investment as agreed at the last Force Growth Board.

Figure 1: 2019/20 uplift: Agreed allocation of new posts

Investment for Additional Police Officers and Staff		
Investment Area	Officers	Staff
	FTE	FTE
Town Centre Teams	68	0
Information Management	0	12
Gangs (Operation Raptor)	19	11
Children/Young People	20	0
Business Crime	3	1
Roads Policing Unit	21	0
Crime & Public Protection	20	2
Local Policing Teams	50	0
SCD – Modern Slavery	5	0
SCD – Volume Fraud	1	0
SCD – Op Signature (Fraud Prevention Coordinators)	0	3
SCD – OCG Co-ordinators	0	3
SCD - Violence & Vulnerability Unit	1	0
Rural Engagement Team (RET)	7	0
Total – Operational Policing	215	32
Support Functions (recruitment, standard training)		16

The Strategic Change project team has continued to co-ordinate individual plans for the deployment of these additional officers and staff against the timeline set by Chief Officers. As was the case for 2018/19 growth, the recruitment is being sequenced to ensure the effect of new officer recruitment is realised within Local Policing Teams before experienced officers are released to other specialist roles. The initial timeline for this sequencing was outlined in the Strategic Board paper to the PFCC in March 2019, and adjustments to the timeline agreed through the Force Growth Board have been updated through subsequent updates to the PFCC. The current implementation timeline for officers is shown below; there has been no change to this timeline since the September 2019 Strategic Board update:

Figure 2: 2019/20 Police Officer investment timeline

	Police Officer Growth Plan												
July 2019 Update	Apr-19	May-19	Jun-19	Jul-19	Aug-19	Sep-19	Oct-19	Nov-19	Dec-19	Jan-20	Feb-20	Mar-20	Totals
Previous Month End Strength	3063.94	3,044.88	3,089.36	3,069.67	3,146.04	3,131.44	3,181.25	3,159.25	3,137.25	3,195.25	3,173.25	3,231.25	
Leavers	(20.33)	(23.42)	(20.67)	(17.60)	(19.65)	(26.00)	(22.00)	(22.00)	(22.00)	(22.00)	(22.00)	(22.00)	(259.66)
Joiners (exc transfers in)	0.0	70.0	0.0	82.0	0.0	73.0	0.0	0.0	80.0	0.0	100.0	100.0	505.00
Joiners (transfers in)	1.65	0.76	0.00	8.55	4.79	2.00	0.00	0.00	0.00	0.00	0.00	0.00	17.74
Strength at end of Month	3,044.88	3,089.36	3,069.67	3,146.04	3,131.44	3,181.25	3,159.25	3,137.25	3,195.25	3,173.25	3,251.25	3,329.25	
Force Establishment	3,218	3,218	3,218	3,218	3,218	3,218	3,218	3,218	3,218	3,218	3,218	3,218	
Projected Strength Variance*	(173.12)	(128.64)	(148.33)	(71.96)	(86.56)	(36.75)	(58.75)	(80.75)	(22.75)	(44.75)	33.25	111.25	
% Strength Variance	-5.4%	-4.0%	-4.6%	-2.2%	-2.7%	-1.1%	-1.8%	-2.5%	-0.7%	-1.4%	1.0%	3.5%	
Additional Police Officers and Operational Staff Deployment Plan													
Town Centre Teams (68)				68.00									68.00
Gangs (13)									13.00				13.00
Drugs Expert Witness (6)									6.00				6.00
Children and Young People (20)											20.00		20.00
Business Crime (3)											3.00		3.00
Roads Policing Unit (21)											21.00		21.00
Crime and Public Protection (20)									20.00				20.00
Local Policing Teams (50)							50.00						50.00
Serious Crime Directorate Modern Slavery (5)		5.00											5.00
Serious Crime Directorate Volume Fraud (1)		1.00											1.00
Violence and Vulnerability Unit (1)		1.00											1.00
RET (Rural Engagement Team) (7)						4.00						3.00	7.00
Total - Operational Policing (215)	0.00	7.00	0.00	68.00	0.00	4.00	50.00	0.00	19.00	20.00	44.00	3.00	215.00

* Note, the projected / actual strength figures also account for officers commencing or returning from a career break or secondment and adjustment to hours. These are not specifically included in the table therefore, taking the previous month strength, adding the joiners and taking away the leavers will not equate exactly to the figures stated.

* Whilst the recruitment has been updated to a 100 in both Feb and Mar 20 (from 80), the establishment has not yet been added. It is anticipated that the establishment will increase by 45 by March 20 however, the total uplift, as recently announced by the Home Office is 135 by March 20, but it is not yet known what the split is between this financial year and next.

5.0 Current Work and Performance

The Force Growth Programme is now carefully tracking each officer and staff post against the implementation timeline. The Resource Deployment Meeting seeks to balance business as usual resourcing priorities against those of the Force Growth Programme; all of which are then scrutinised through the Force Growth Programme Board by the Deputy Chief Constable. Strategic Change continues to work with Estates to ensure the additional officers and staff can be accommodated. The Force Growth Board next meets on 18 October 2019.

The Strategic Change project team is continuing to co-ordinate the recruitment and implementation of 'Support Function' growth; the implementation of which is a key enabler to the overall programme. Seven individuals are already in post across Vetting, Business Services and Recruitment and there are a number of other selection processes underway for other areas including Learning and Development.

Rural Engagement Team

As outlined in the Performance and Resources Scrutiny paper on 25 July 2019, the resilience of the Rural Engagement Team (RET) was reviewed and an opportunity identified to build confidence in our rural communities through a modest adjustment in the timing of this investment. Therefore Chief Officers decided to implement four of the seven posts in September 2019, and the remaining three in March 2020. One sergeant and three constables have now been recruited to the new posts, and the remaining three officers will be recruited to start in March 2020.

Local Policing Teams

On 1 October 2019, 50 additional officers were posted to Local Policing Teams (LPTs) across the LPAs. The allocation of this resource across different District Policing Areas followed a detailed assessment of demand which considered the volume of incidents and crimes in each of the relevant areas. The implementation of this investment was aligned to the start of a new shift pattern for all LPTs called 'Essex Flex'. This new shift pattern will provide further flexibility across Districts to *flex* resources to meet specific demand. The breakdown of this allocation is detailed below.

Figure 3: Allocation of Local Policing Team growth

Local Policing Team	Establishment Growth
Basildon	6
Canvey	2
Rayleigh	1
Southend	6
South Total	15
Braintree	2
Uttlesford	3
Chelmsford	6
Clacton	5
Colchester	5
North Total	21
Grays	5
Brentwood	3
Loughton	3
Harlow	3
West Total	14
Grand Total	50

6.0 Implications (Issues)

The paper submitted to the Strategic Board on 16 September outlined the most recent variances to the investment areas. Each of the variances to date have been accommodated and are included in the 2020/21 budget setting. There have been no further variances.

6.1 Links to Police and Crime Plan Priorities

The deployment decisions directly support the Police and Crime Plan as set out below.

Figure 4: Links to Crime Plan Priorities

Investment ↓	Plan Priorities →	Local Visible and Accessible Policing	Crack down on Anti- Social Behaviour	Breaking the cycle of Domestic Violence	Protecting Children and Vulnerable People	Tackle Gangs and Organised Crime	Reverse the Trend in Serious Violence	Improve Safety on our Roads
Town Centre Teams		✓	✓		✓		✓	
Information Management					✓			
Gangs					✓	✓	✓	
Children/ Young People		✓	✓		✓	✓	✓	
Business Crime		✓	✓			✓	✓	
Roads Policing Unit						✓	✓	✓
Crime and Public Protection					✓		✓	
Local Policing Teams		✓	✓	✓		✓	✓	
SCD – Modern Slavery					✓	✓		
SCD – Volume Fraud					✓	✓		
SCD – Op Signature		✓			✓			
SCD – OGC Coordinators						✓	✓	

6.2 Demand

The Force Management Statement (FMS2) details The PFCC’s support to the Force by securing the maximum increase in Council Tax Policing Precept for 2019/20 which has been utilised for the growth of officers and staff.

There is a high and increasing demand for police services due to both the volume of crime and incidents, and their severity. In 2018/19 crime in Essex increased by 18.3 per cent. This, coupled with the changing crime mix, particularly the disproportionate increase in high harm and more complex crime types, increases the demand the Force faces, which volume alone can mask. Essex Police is a very lean force with the second lowest expenditure per head of population of any force nationally and one of the lowest funded forces in the country (HMICFRS Value for Money Profiles, 2018).

The investment areas identified align to current analysis of demand both within frontline policing and specialist teams such as the Crime and Public Protection Teams.

6.3 Risks/Mitigation

The capacity of the estate to accommodate all of the planned growth has been identified as a challenge at the Force Growth Board. This risk will be mitigated through prioritisation of estate demand through the Estates Change Board and there will be further mitigation through the implementation of agile working. Specific risks around estates capacity will be raised through the Estates Change Board in the first instance.

6.4 Equality and/or Human Rights Implications

Each strand of recruitment is co-ordinated and supported through HR to ensure fair and impartial selection processes are adopted. This is underpinned by the recent recruitment campaign to maximise applicants from Black, Asian and Minority Ethnic (BAME) backgrounds, which resulted in 6% of all police officer applications coming from BAME candidates.

6.5 Health and Safety Implications

There are no Health and Safety Implications.

7.0 Consultation/Engagement

Internal consultation with staff associations continues through JNCC, the Force Growth Board and regularly between the project team and each relevant body as appropriate.

Public engagement on specific elements of the Force Growth Programme is led by the Media Department and co-ordinated through the Force Growth Board. For example the July Town Centre Team launch and the 100 day update which is planned for the end of October. A similar engagement plan was launched for the Rural Engagement Team during Rural Crime Week, with plans continuing through next year.

8.0 Actions for Improvement

There are no actions for Improvement.

9.0 Future Work/Development and Expected Outcome

Work will continue to manage recruitment campaigns, to recruit officers and staff to posts that are receiving investment and manage the infrastructure around the roles.

The Programme Team is now working with all departments to ensure the growth continues to be implemented in-line with the plan. The Internal Communications Plan has ensured all officers and staff are being made aware of future opportunities in Essex Police to support the recruitment process.