

Performance and Resources Scrutiny Programme 2020

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

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Author on behalf of Chief Officer:	Supt Ed Wells
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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 Performance and Resources Scrutiny Board on 31 October 2019.

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. Other teams that have been grown are the Rural Engagement Team and Specialist departments within Crime and Public Protection.

The Programme remains in a relatively healthy position nine months into the financial year; 123 police officer posts and 25 staff posts have now been filled, with a further 6 staff posts in pre-employment checks and 15 officers selected for new posts but not yet posted. A further 76 officer posts and 17 staff posts are being actively recruited to.

It has become evident through the progression of the 2019/20 Force Growth Programme that some posts are more challenging than others to recruit to. This is in some cases due to the complexity of the roles, whereas certain other posts do not attract a high level of applications, potentially due to the testing nature of the policing work involved. The Programme Team continue to work with all departments to ensure the growth continues to be implemented in-line with the plan. At the Force Growth Board on 20 January some alternative approaches will be presented to augment the recruitment into some of the roles which have been challenging to recruit to.

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.

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. 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 at the Strategic Board in March 2019, and adjustments to the timeline agreed through the Force Growth Board have been set out through subsequent updates to the PFCC. The current implementation timeline for officers is shown below; there has been no change to this planned timeline since the September 2019 Strategic Board update:

Figure 2: 2019/20 Police Officer investment timeline

	Police Officer Growth Plan												
November 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	3,180.25	3,153.42	3,139.49	3,198.49	3,179.49	3,257.49	
Leavers	(20.33)	(23.42)	(20.67)	(17.60)	(19.65)	(27.00)	(27.80)	(16.85)	(22.00)	(22.00)	(22.00)	(22.00)	(261.31)
Joiners (exc transfers in)	0.0	70.0	0.0	82.0	0.0	73.0	0.0	0.0	80.0	0.0	82.0	51.0	438.00
Joiners (transfers in)	1.65	0.76	0.00	8.55	4.79	2.00	1.00	0.00	1.00	3.00	0.00	0.00	22.74
Strength at end of Month	3,044.88	3,089.36	3,069.67	3,146.04	3,131.44	3,180.25	3,153.42	3,139.49	3,198.49	3,179.49	3,239.49	3,268.49	
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)	(37.75)	(64.58)	(78.51)	(19.51)	(38.51)	21.49	50.49	
% Strength Variance	-5.4%	-4.0%	-4.6%	-2.2%	-2.7%	-1.2%	-2.0%	-2.4%	-0.6%	-1.2%	0.7%	1.6%	
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.

* In relation to the national uplift, whilst the recruitment has been updated to show the force ending the year 50.49 fte over, the establishment has not yet been added. The establishment will increase by 135, 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 continues to carefully track 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 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. Eleven of the sixteen posts are already in post across Vetting, Business Services, Recruitment and Training staff and the other five have selected successful candidates at interview that are awaiting vetting.

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 were recruited to the new posts, and the remaining three officers have been interviewed and selected in December. They will start in post in March 2020.

Crime and Public Protection Teams

The overall increase from this year's investment into the Crime & Public Protection command was for 20 police officers; split across three teams.

Recruitment to the five DC posts in the Police Online Investigation Team (POLIT) has been completed and these officers will start in January 2020.

Recruitment to the Adult Sexual Abuse Investigation Team (ASAIT) Case Progression Team is underway with one detective sergeant and five detective constables (four fte) also scheduled to start in January 2020.

Recruitment for the remaining one sergeant and nine DCs for the Child Sexual Exploitation Team (CSET) is underway; the advert closed on 1 January with insufficient applicants to fill all posts. The command will present other options at the Force Growth Board on 20 January to meet the growth requirement having not yet received sufficient applications.

Roads Policing

At the time of writing the advert for these posts is due to close, and the selection process will then follow. Those successful applicants will then be posted through the Resource Deployment Meeting and should remain in line with the February start date set out in Figure 2.

Children & Young People (CYP)

The CYP posts are scheduled to commence in February. Recruitment is underway to identify suitable officers for the posts. Although, as with a number of specialist posts, there have been a lower number of applicants than expected, this is a role which can more readily be filled by identifying suitable officers already working within local uniform policing roles. Next steps for this will be decided at the Force Growth Board on 20 January.

Gangs

The Gangs, Violence & Vulnerability Inspector post is filled. All other Gangs related 2019/20 growth posts are in the recruitment process, a number have been recruited already with start dates set to be agreed through the Resource Deployment Meeting on 16 January. Those recruited include PC Investigators, Safeguarding Officers and the Controlled Drugs Liaison Officer (CDLO). There has been some slippage to the projected start dates of the roles, however these all remain scheduled within the 2019/20 year.

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 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.

It is further identified that there is potential risk in terms of recruiting to all required posts for the 2019/20 Force Growth Programme within the required timescales. This is being carefully managed by the Force Growth Board, however the challenge to recruit to certain complex posts is apparent, as is the challenge of bringing staff into the organisation according to recruitment timescales, in particular associated with vetting.

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.

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 update was completed at the end of November (delayed due to Op Melrose). In the update the Media Department created a short film about the team that was posted on Social Media. A similar engagement plan was launched for the Rural Engagement Team during Rural Crime Week, with plans continuing through 2020 to continue to reflect on the good work teams are doing.

8.0 Actions for Improvement

Through the 2019/20 Growth Programme, the volume of different posts to advertise and recruit to in the latter stages of the implementation has been challenging. Irrespective of the timing of implementing different phases for any growth in 2020/21, the Force will ensure that the demands put on teams involved in recruiting, and the

visibility of the different opportunities for officers and staff is phased throughout the year.

9.0 Future Work/Development and Expected Outcome

All posts have now been advertised and displayed on Success Factors. Work will continue to manage the current selection processes, 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. Internal Communications are using various methods to reach as many individuals as possible, to ensure that all officers and staff are being made aware of the opportunities presented by the Force Growth Programme, thus supporting the recruitment process.