

## Performance and Resources Scrutiny Programme 2020

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

<b>Title of Report:</b>	<b>Update to Force Growth Programme 2019/20</b>
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<b>Chief Officer:</b>	<b>DCC Pippa Mills</b>
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<b>Author on behalf of Chief Officer:</b>	<b>C/Insp Jamie Gingell</b>
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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 Force Growth Programme continues to coordinate the additional investment for 2019/20 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 previously outlined to the PFCC.

The final phase of implementation for police officers was scheduled for the end of March, which would have seen the final 53 officers posted to growth roles. Due to the development of the Coronavirus pandemic, and the associated contingency planning by the Force, a decision was taken at the Force Growth Board on 30 March 2020 chaired by the DCC, to defer the posting of the identified officers to maximise frontline capability.

Whilst all growth officer posts (and staff posts) have individuals ready to move into them, the 2019/20 Growth Programme has not been filled within the financial year. The deferral decision will be kept under review on a monthly basis through the Force Growth Board, as circumstances change both nationally and within Essex as the impact of the pandemic is better understood. The intention is to complete these final postings at the earliest opportunity within 2020, without compromising the delivery of frontline resources during this exceptional time.

#### 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 planned investment.

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

<b>Investment for Additional Police Officers and Staff</b>		
<b>Investment Area</b>	<b>Officers</b>	<b>Staff</b>
	<b>FTE</b>	<b>FTE</b>
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	22	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
Rural Engagement Team (RET)	7	0
	<b>Total – Operational Policing</b>	<b>215</b>
		<b>32</b>
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 final implementation timeline is shown below at **Figure 2**.

Fig 2. Force Growth 2019/20 Implementation Timeline

May 20 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	3,138.49	3,194.93	3,184.12	3,256.08	
Leavers	(20.33)	(23.42)	(20.67)	(17.60)	(19.65)	(27.00)	(27.80)	(17.85)	(21.80)	(17.90)	(10.00)	(18.48)	(242.49)
Joiners (exc transfers in)	0.00	70.00	0.00	82.00	0.00	73.00	0.00	0.00	77.00	0.00	79.00	56.00	437.00
Joiners (transfers in)	1.65	0.76	0.00	8.55	4.79	2.00	1.00	0.00	1.00	5.00	2.00	0.00	26.74
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	3,184.12	3,256.08	3,293.35	
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)	(33.88)	38.08	75.35	
% Strength Variance	-5.4%	-4.0%	-4.6%	-2.2%	-2.7%	-1.2%	-2.0%	-2.4%	-0.6%	-1.1%	1.2%	2.3%	
<b>Additional Police Officers and Operational Staff Deployment Plan</b>													
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)											8.00	12.00	20.00
Business Crime (3)											1.00	2.00	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
<b>Total - Operational Policing (215)</b>	<b>0.00</b>	<b>7.00</b>	<b>0.00</b>	<b>68.00</b>	<b>0.00</b>	<b>4.00</b>	<b>50.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>9.00</b>	<b>77.00</b>	<b>215.00</b>

## 5.0 **Current Work and Performance**

The Force Growth Programme continues to carefully track each officer and staff post. 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 Board chaired 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. The current outstanding implementation of all posts to be completed is set out below, of the 215 officer posts, 53 remain to be filled (that is officers identified, but not yet moved into role):

- 5 Town Centre Team posts
- 5 Gangs capability posts
- 13 Children and Young Persons (CYP) posts
- 1 Rural Engagement Team post
- 16 Roads Policing Unit posts
- 9 Child Sexual Exploitation (CSE) Team posts
- 1 ASAIT Case progression Team post

Of the 31 operational staff posts, 10 remain outstanding to be completed, 9 are currently undergoing final employment / vetting checks prior to taking up post, 1 to be recruited to post which is to be undertaken during May 2020.

Of the 22 support posts, 2 remain to be completed, with start dates agreed with the relevant Business areas.

For clarity, although previously filled and completed in line with Force growth, the Town Centre Team and Gangs posts are included here due to natural movement of staff to other roles for other reasons. As noted above, officers have been identified for these roles, but are yet to be posted to them due to the decision to defer at the March Force Growth Board.

At the Force Growth Board on 1 May 2020, a decision was taken that the CYP posts will be prioritised for completion as part of this remaining tranche and will be considered at the Resource Deployment Meeting on 19 May 2020. The remainder of the posts will be implemented in a phased approach thereafter with the intention that all 2019/20 growth is completed by end of June 2020.

## **6.0 Implications (Issues)**

The current Global crises arising from the Coronavirus pandemic and the Essex Police response to it has meant that recruitment and posting processes have had to be placed on hold to maximise the available frontline resource in core teams. Whilst this has meant that all the growth posts have not been fulfilled within the financial year, they have been recruited to and are awaiting posting at the appropriate time.

As the 2019/20 financial year has now passed and is closed, there have been no further variances beyond those already accommodated and included within the 2020/21 budget setting.

## **6.1 Risks/Mitigation**

The ongoing impact of the Coronavirus pandemic on the delivery of policing services, and business as usual is identified as a potential risk. Having taken the decision to defer the remaining posts fulfilment under the 2019/20 Force Growth Programme, to ensure frontline services are maintained, the longer the current circumstances endure, the longer the growth posts remain unfilled. This is being carefully managed by the Force Growth Board and is kept under constant review to ensure that when operationally appropriate and achievable without negatively impacting on frontline services to the public, these posts will be filled in a managed approach, and anticipated completion being achieved by end of June 2020.

Challenges remain in recruiting to certain complex police staff posts, as is the challenge of bringing staff into the organisation according to recruitment timescales, in particular associated with vetting. These risks are mitigated by the implementation of new methods of working and conducting recruitment processes remotely and virtually, to ensure that where possible, usual business and recruitment can be continued.

## **6.2 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.

## **6.3 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.

## **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**

The Programme Team continues working with all departments and Corporate HR to ensure the growth continues to be implemented, and especially once the suspension of transferring staff to new posts can be lifted. 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.

It is anticipated that this report will be the penultimate update prior to a final closing report on completion of the 2019/20 growth posts.