

## 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 2020/21</b>
<b>Classification of Paper:</b>	<b>Official</b>
<b>Agenda Number:</b>	<b>7ii)</b>
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<b>Date Paper was Written:</b>	<b>1 May 2020</b>
<b>Version Number:</b>	<b>V4.0</b>
<b>Report from:</b>	<b>Essex Police</b>
<b>Date of Meeting:</b>	<b>21 May 2020</b>
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<b>Date of Approval:</b>	<b>5 May 2020</b>

### 1.0 **Purpose of Report**

To provide an update on the 2020/21 Force Growth Programme in line with the agreed investment. This is the inaugural update report for 2020/21 growth.

### 2.0 **Recommendations**

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

### 3.0 **Executive Summary**

The 2020/21 Force Growth Programme is co-ordinating the additional investment by recruiting 151 more frontline officers, and 60.8 additional staff (16 operational police staff and 44.8 support staff roles). These officer and staff posts are being invested in line with the investment plans outlined to the PFCC.

The most significant areas of investment to be realised during the 2020/21 programme will be the increase in High Harm and Investigations with an increase of 54.5 officer posts, Learning and Development with an increase of 15.5 posts, Custody with an increase in 12 posts and Crime and Public Protection with an increase of 11 posts. The investment in these areas recognises the need to balance the previous investment in frontline uniformed staff, with investigative and specialist resources and sufficient training and support staff to deliver the overall growth programme for the Force.

The Programme is in its early implementation stages with ongoing engagement and consultation occurring with Commands to ensure the allocated growth meets the demands previously identified and to clarify the recruitment priorities and processes needed for delivery in a consistent manner through Corporate Recruitment. A number of areas have already commenced recruitment processes in order to meet the agreed growth plan.

Due to the development of the Coronavirus Pandemic, a decision was taken at the Force Growth Board on 30 March 2020 to review the previously agreed implementation plan for the 2020/21 growth, with consideration to be given to any requirement to reprioritise or defer the identified implementation dates for each area. This continues to be overseen and managed through the Force Growth Board and will be kept under monthly review as the continued impact of the Coronavirus pandemic on the organisation and its delivery of policing to the communities of Essex is understood.

#### **4.0 Introduction/Background**

The 2020/21 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: 2020/21 uplift: Agreed allocation of new posts****Table C**

<b>Investment in additional Police Officers and Staff</b>	<b>Officers</b>	<b>Staff</b>
	<b>FTE</b>	<b>FTE</b>
High Harm & Investigations	<b>54.5</b>	
Custody Command	<b>12.0</b>	
Specialist Policing - Traffic Collision Investigation	<b>3.0</b>	<b>2.0</b>
Specialist Policing - Firearms	<b>9.0</b>	<b>1.0</b>
Managing Sexual, Violent Offenders and on-line investigations	<b>11.0</b>	
Serious Crime - Major Crime Team	<b>7.0</b>	
Local Policing Areas - Briefing & Tasking	<b>6.0</b>	
Learning and Development - recruitment & training	<b>15.5</b>	
Financial Investigations and Cyber - Detective Inspector	<b>1.0</b>	
Serious Crime - Dedicated Source Unit - Inspector	<b>1.0</b>	
Dedicated Taser Training Team	<b>6.0</b>	
Data Quality Improvement	<b>2.0</b>	
Professional Standards - Police Integrity Reforms	<b>4.0</b>	<b>5.0</b>
Serious Crime - Intelligence Support	<b>3.0</b>	
Resource Management Unit (RMU)		<b>5.0</b>
Dangerous Dogs Manager		<b>1.0</b>
Gang & County Line Capabilities		<b>2.0</b>
<b>Total - Operational Policing</b>	<b>135.0</b>	<b>16.0</b>
<b>Total - Infrastructure Support</b>	<b>11.0</b>	<b>44.8</b>
<b>Total - Reinvestment from shift pattern change</b>	<b>5.0</b>	<b>-</b>
<b>Total</b>	<b>151.0</b>	<b>60.8</b>

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 on 17 March 2020, and adjustments to the timeline agreed through the Force Growth Board.

The current implementation timeline for officers and staff is shown at **Appendix A**.

## **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 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.

A significant amount of the new officer post implementation has been factored to commence from July 2020 onwards, to complement the planned probationer intakes becoming operationally viable throughout the year. The Coronavirus pandemic has impacted on 2020/21 Force Growth in part, with the probationer intake "O" being diverted to support core functions in the Force Control Room and Custody Command in the first instance, rather than deployment to their identified LPA postings. This has maximized the retention of frontline staff to meet operational demand at this time. This has also led to the current timeline having been amended slightly to consider prioritization of some posts to be implemented should its effects be sustained for a longer period. These amendments have been minor thus far and will be kept under review through the Force Growth Board.

Amendments to the timeline agreed through the Force Growth Board include:

- Bringing forward an element of Firearms growth by 6 months
- Bringing forward Briefing and Tasking Officers by 6 months
- Deferring implementation of some Training and HR growth posts by between 1 and 3 months
- Deferring implementation of the first tranche of High Harm and Investigations posts by 3 months
- Bringing forward Data Quality Officers by 3 months

Recruitment is currently being undertaken within a number of business areas including PSD, Firearms, Vetting, Information Management and Data Quality. Tasking and Briefing officer growth posts have already been completed as this represents a transition of staff from non-established to established posts.

The recent conclusion of the Inspectors' promotion process will also take into account a number of the identified growth posts at this rank to be filled, which is being managed through Corporate Recruitment according to the current implementation timeline and priority from Chief Officers.

## **6.0 Implications (Issues)**

The current Global crisis arising from the Coronavirus pandemic and the Essex policing response to it, has meant that a range of recruitment and posting processes have had to be reviewed or delayed to maximise the capacity of frontline core teams.

Recruitment is still ongoing where possible with innovative and alternative, web based processes being utilised to maintain a degree of recruitment inflow, into and across the organisation.

The postponement of the National Sergeants exam has had an impact on the pool of potential qualified officers for promotion at this time. Whilst the effect of this is yet to be fully understood and the likely response from the College of Policing is unknown, this may impact on the ability to fulfil all roles with substantive, qualified sergeants. The consequence of this may be that a continued or higher level of temporary sergeants may be required to fulfil these posts, until such time as promotion processes recommence.

### **6.1 Links to Police and Crime Plan Priorities**

The deployment decisions directly support the Police and Crime Plan.

### **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 2020/21 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. 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.

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 maximise the capacity of frontline core teams, the longer the current circumstances endure, the longer the potential delay in undertaking and completing Force growth recruitment for 2020/21. 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 and phased approach.

Challenges still remain in recruiting to certain complex posts is, 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 as far as practicable.

#### **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.

#### **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 was 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. Corporate

Recruitment are developing new streamlined processes to standardise the advertisement of roles as they are implemented to ensure a consistent and efficient approach is adopted.

## **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 impact of the pandemic lessens. 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.

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Appendix A – 2020/21 Growth Implementation Timeline (Officers and Staff)

	Police Officer Growth Plan													
May 20 Update	Apr-20	May-20	Jun-20	Jul-20	Aug-20	Sep-20	Oct-20	Nov-20	Dec-20	Jan-21	Feb-21	Mar-21	Totals	
Previous Month End Strength	3293.35	3,274.85	3,251.85	3,280.85	3,267.85	3,324.85	3,301.85	3,278.85	3,335.85	3,312.85	3,349.85	3,326.85		
Leavers	(23.00)	(23.00)	(23.00)	(23.00)	(23.00)	(23.00)	(23.00)	(23.00)	(23.00)	(23.00)	(23.00)	(23.00)	(276.00)	
Joiners (exc transfers in)	0.00	0.00	52.00	10.00	80.00	0.00	0.00	80.00	0.00	60.00	0.00	66.00	348.00	
Joiners (transfers in)	4.50	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	4.50	
Strength at end of Month	3,274.85	3,251.85	3,280.85	3,267.85	3,324.85	3,301.85	3,278.85	3,335.85	3,312.85	3,349.85	3,326.85	3,369.85		
Force Establishment	3,369	3,369	3,369	3,369	3,369	3,369	3,369	3,369	3,369	3,369	3,369	3,369		
Projected Strength Variance*	(94.15)	(117.15)	(88.15)	(101.15)	(44.15)	(67.15)	(90.15)	(33.15)	(56.15)	(19.15)	(42.15)	0.85		
% Strength Variance	-2.8%	-3.5%	-2.6%	-3.0%	-1.3%	-2.0%	-2.7%	-1.0%	-1.7%	-0.6%	-1.3%	0.0%		
Additional Police Officers and Operational Staff Deployment Plan														
High Harm & Investigations								36.0				18.5	54.5	
Custody Command								12.0					12.0	
Specialist Policing - Serious Collision Unit					3.0								3.0	
Specialist Policing - Firearms (STRA)				3.0					6.0				9.0	
Managing Sexual, Violent Offenders and on-line investigations									11.0				11.0	
Serious & Organised Crime								7.0					7.0	
Local Policing Areas - Briefing & Tasking		6.0											6.0	
Learning and Development - recruitment & training		0.5		4.0	4.0	3.0		1.0			3.0		15.5	
Financial Investigations and Cyber - Detective Inspector					1.0								1.0	
Serious Crime - Dedicated Source Unit - Inspector					1.0								1.0	
Dedicated Taser Training Team								6.0					6.0	
Data Quality Improvement		2.0											2.0	
Professional Standards - Police Integrity Reforms		4.0											4.0	
Serious Crime - Intelligence Support				3.0									3.0	
Infrastructure support - officers - L&D		1.0			1.0	1.0	2.0						5.0	
Infrastructure support - officers - Recruitment		1.0		2.0		1.0	2.0						6.0	
Confidence Officers (Total investment 20 FTE, 5 FTE are growth)		-15.0		10.0				10.0					5.0	
<b>OFFICERS - TOTAL</b>		<b>-0.5</b>	<b>0.0</b>	<b>22.0</b>	<b>10.0</b>	<b>5.0</b>	<b>4.0</b>	<b>72.0</b>	<b>17.0</b>	<b>0.0</b>	<b>3.0</b>	<b>18.5</b>	<b>0.0</b>	<b>151.0</b>



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Staff Posts	Mar-20	Apr-20	May-20	Jun-20	Jul-20	Aug-20	Sep-20	Oct-20	Nov-20	Dec-20	Jan-21	Feb-21	Mar-21	Totals
<b>FTEs</b>														
<b>OPERATIONAL POLICING : 16.0 FTE Staff</b>														
Gang & County Line Capabilities					2.0									2.0
Specialist Policing - Weapons Training Chronicle Administrator			1.0											1.0
OPC - Dangerous Dog Manager			1.0											1.0
Resource Management Unit					5.0									5.0
Professional Standards - Police Integrity Reforms					5.0									5.0
Specialist Policing - Traffic Collision Investigations					2.0									2.0
<b>INFRASTRUCTURE SUPPORT: 44.8 FTE Staff</b>														
Vetting - Phase 1			9.0											9.0
Occ Health - Phase 1					0.5									0.5
Business Services - Phase 1			2.0		0.5									2.5
IT - Phase 2			4.0											4.0
Payroll Officer - Phase 2					0.5									0.5
Transport - Phase 2					2.0									2.0
SCT - Phase 2					4.0									4.0
Business Services - Phase 2 v1					4.3									4.3
Business Services - Phase 2 v2					3.0									3.0
Recruitment -Phase 2						0.5								0.5
HR Strategy - Phase 2						0.5								0.5
HR Resource Planning - Phase 2						1.0								1.0
OM - Phase 2						1.0								1.0
HR People Development - Phase 2						1.5								1.5
Health & Wellbeing - Phase 2					3.0									3.0
Human Resources - Phase 2. No change					1.0									1.0
Learning & Development - Phase 2					6.5									6.5
<b>STAFF - TOTAL</b>			17.0		39.3									60.8