

Performance and Resources Scrutiny Programme 2020

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

Title of Report:	Closing Report for the Force Growth Programme 2019/20
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1.0 Purpose of Report

To provide a closing report on the 2019/20 Force Growth Programme in line with the agreed investment.

2.0 Recommendations

That the closure of the 2019/20 Force Growth Programme is noted by the Police, Fire and Crime Commissioner (PFCC). All new posts have been created, and the ongoing resourcing into these roles is now part of the Force business as usual resource management.

3.0 Executive Summary

The Force Growth Programme has coordinated 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 were 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, this 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 had individuals ready to move into them, the 2019/20 Growth Programme has not been concluded within the financial year.

Through subsequent Force Growth Board meetings, the deferral decision was kept under review and an alternative prioritisation plan was developed and approved for implementation. This saw the phased implementation of remaining posts across June, July and final posts being completed in August.

The completion of all officer growth posts has been met, bringing the 2019/20 growth programme to a close.

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

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	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
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. The recruitment has been sequenced to ensure the effect of new officer recruitment is realised within Local Policing Teams before experienced officers are released to other specialist roles.

5.0 **Current Work and Performance**

The final implementation plan for the remaining growth posts developed at the 19 May Resourcing Meeting and approved at the Force Growth Board on 4 June for the remaining growth posts to be fulfilled, is set out below:

- 8 x Children/Young People posts to be completed by 15th June
- 2 x Gangs (Operation Raptor) posts to be completed on 13th July
- 8 x Child Sexual Exploitation - CSE posts (Crime and Public Protection) to be completed by 13th July,
- 1 x CSE post to be completed by 17th August
- 12 x Roads Policing Unit posts to be completed on 29th June
- 2 Roads Policing Unit (RPU) post to be completed on 17th August
- 2 x Adult Sexual Abuse Investigation Team – (ASAIT) case progression posts (Crime and Public Protection) to be completed by 17th August
- 1 x Rural Engagement Team to be completed on 13th July

The attached HR tracker for 2019/20 growth (**Appendix A**) shows the current recorded completion of growth posts as record on SAP, as of the 23 July.

This shows that seven posts of the 215 are yet to be filled, with officers identified to take up 5 of these posts by 17th August (2 x RPU, 1 x CSE, 2 x ASAIT Case Progression). The remaining two posts are further CSE posts, with a date yet to be confirmed. The remaining variance in completed posts (5 FTE) is due to these roles subsequently becoming vacant since 31st March 2020, having been originally filled during 2019/20, due to promotion, transfers etc. They are subject of backfilling as part of business as usual recruitment processes through Resource Planning.

Of the 31 operational staff posts, 6 remain outstanding but are nearing completion, 5 are currently undergoing final employment and vetting checks prior to taking up post, these being Information Management, Investigating Officers and Criminal analyst posts; 1 (operational lawyer) is to be recruited to post through use of an agency as a result of challenges faced through standard recruitment, which is underway. These posts are being prioritised to identify and agree start dates at the earliest opportunity.

Of the 22 support posts, all have been completed, with one post shown to be backfilled as business as usual recruitment.

6.0 **Implications (Issues)**

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

None, all growth has now been realised.

6.2 Equality and/or Human Rights Implications

There are no Equality or Human Rights implications identified at this time.

6.3 Health and Safety Implications

There are no Health and Safety implications identified at this time.

7.0 Consultation/Engagement

Not Applicable.

8.0 Actions for Improvement

Previously identified learning has already been incorporated into the 2020/21 programme.

9.0 Future Work/Development and Expected Outcome

Due to the new and innovative nature of some of the growth undertaken as part of the 2019/20 programme, a number of Post Implementation Reviews (PIRs) have been identified for completion during 2020 and beyond to consider how successfully these teams have been implemented and to identify improvements and developments going forward. For example PIRs have been identified for the Town Centre Teams (commenced), Rural Engagement Team, Business Crime Team and Roads Policing Unit.

Appendix A – HR Tracker for 2019/20 Growth Programme

Essex 2019/20 Uplift Summary Police Officers and Staff

Updated: 23/07/20

Officers

- o Red – No action (i.e. no applicants, no advert, applicants withdrawn)
- o Amber – Some posts filled, interviews booked, progressing
- o Green – Filled, candidates selected and awaiting their start date to come

Investment	Officers	Inspector	Sergeant	Constable	Post Go Live Date	Est Posts Set Up So Far	Remaining	Officers Commenced in Post				Officers with start date agreed on/before Str Go Live		Officers selected with start date to be agreed		Vacancies yet to be selected for (HC)	
								Str go live date	Strength fte	H'Count	%	H'Count	%	H'Count	%	H'Count	%
Town Centre Teams	68.00	0.00	10.00	58.00	22/07/19	68.00	0.00	22/07/19	61.13	62	91.18	0	0.00	5	7.35	1	1.47
Gangs	13.00	1.00	0.00	12.00	Dec-19	13.00	0.00	16/03/20	10.45	13	100.00	0	0.00	0	0.00	0	0.00
Drug Expert Witness	6.00	0.00	1.00	5.00	Dec-19	6.00	0.00	23/03/20	5.75	6	100.00	0	0.00	0	0.00	0	0.00
Children/Young People	20.00	0.00	0.00	20.00	17/02/20	20.00	0.00	17/02/20 30/03/20	19.52	20	100.00	0	0.00	0	0.00	0	0.00
Local Policing Teams	50.00	0.00	0.00	50.00	01/10/19	48.00	2.00	01/10/19	47.00	47	94.00	0	0.00	0	0.00	3	6.00
Business Crime (Officers)	3.00	0.00	1.00	2.00	17/02/20	3.00	0.00	17/02/20 30/03/20	3.00	3	100.00	0	0.00	0	0.00	0	0.00
Rural Engagement Team Phase 1	4.00	0.00	1.00	3.00	30/09/19	4.00	0.00	30/09/19	4.00	4	100.00	0	0.00	0	0.00	0	0.00
Rural Engagement Team Phase 2	3.00	0.00	0.00	3.00	02/03/20	3.00	0.00	02/03/20 16/03/20	2.80	3	100.00	0	0.00	0	0.00	0	0.00
Local Policing Total	167.00	1.00	13.00	153.00		167.00	0.00		153.66	158	94.61	0	0.00	5	2.99	4	2.40
Roads Policing Unit	21.00	0.00	4.00	17.00	24/02/20	21.00	0.00	30/03/20	18.68	19	90.48	2	9.52	0	0.00	0	0.00
Roads Policing Total	21.00	0.00	4.00	17.00		21.00	0.00		18.68	19	90.48	2	9.52	0	0.00	0	0.00
SCD: Modern Slavery	5.00	0.00	1.00	4.00	01/05/19	5.00	0.00	01/05/19	3.95	4	80.00	0	0.00	0	0.00	1	20.00
SCD: Volume Fraud	1.00	0.00	1.00	0.00	26/03/19	1.00	0.00	26/03/19	0.95	1	100.00	0	0.00	0	0.00	0	0.00
Investigations Total	6.00	0.00	2.00	4.00		6.00	0.00		4.90	5	83.33	0	0.00	0	0.00	1	16.67
POLIT Proactive	5.00	0.00	0.00	5.00	Jan-20	5.00	0.00	30/03/20	5.00	5	100.00	0	0.00	0	0.00	0	0.00
Child Sexual Exploitation Team	10.00	0.00	1.00	9.00	Jan-20	10.00	0.00	30/03/20	6.79	7	70.00	1	10.00	2	20.00	0	0.00
ASAIT Case Progress Team	5.00	0.00	1.00	4.00	Jan-20	5.00	0.00	30/03/20	2.30	3	60.00	2	40.00	0	0.00	0	0.00
Public Protection Total	20.00	0.00	2.00	18.00		20.00	0.00		14.09	15	75.00	3	15.00	2	10.00	0	0.00
TBC (was a Violence & Vul Unit Insp)	1.00	1.00	TBC	TBC	TBC	0.00	1.00	TBC	0.00	0	0.00	0	0.00	0	0.00	0	0.00
Total: Operational Policing	215.00	2.00	21.00	192.00		214.00	1.00		191.33	197	91.63	5	2.33	7	3.26	5	2.33

Staff

Investment	FTE	Grade		Post Go Live Date	Est Posts Set Up So Far	Remainin g	Uplift No. Posts Filled			
							Occupied (H'Count)	Remainin g (H'Count)	% Occupied (H'Count)	fte
Information Management	12.00	Multiple		01/04/19	9.80	2.20	10	2	83.33	8.74
<i>Info Rights & Data Quality Manager</i>	<i>1.00</i>	<i>P04</i>		<i>01/04/19</i>	<i>1.00</i>	<i>0.00</i>	<i>1</i>	<i>0</i>	100.00	<i>0.95</i>
<i>Data Protection Officer</i>	<i>1.00</i>	<i>P05</i>		<i>01/04/19</i>	<i>1.00</i>	<i>0.00</i>	<i>1</i>	<i>0</i>	100.00	<i>1.00</i>
<i>Information Management Co-Ordinator</i>	<i>2.00</i>	<i>Scale 5</i>		<i>01/04/19</i>	<i>0.54</i>	<i>1.46</i>	<i>1</i>	<i>1</i>	50.00	<i>0.54</i>
<i>Information Officer</i>	<i>8.00</i>	<i>Scale 5</i>		<i>01/04/19</i>	<i>7.26</i>	<i>0.74</i>	<i>7</i>	<i>1</i>	87.50	<i>6.26</i>
Gangs (Staff)	11.00	Multiple		03/06/19	11.00	0.00	7	4	63.64	4.61
<i>Operational Lawyer</i>	<i>2.00</i>	<i>P02</i>		<i>03/06/19</i>	<i>2.00</i>	<i>0.00</i>	<i>1</i>	<i>1</i>	50.00	<i>0.61</i>
<i>Criminal Intelligence Analyst</i>	<i>3.00</i>	<i>Scale 6/S02</i>		<i>03/06/19</i>	<i>3.00</i>	<i>0.00</i>	<i>0</i>	<i>3</i>	0.00	<i>0.00</i>
<i>Investigating Officer</i>	<i>6.00</i>	<i>Scale 5/6</i>		<i>03/06/19</i>	<i>6.00</i>	<i>0.00</i>	<i>1</i>	<i>5</i>	16.67	<i>4.00</i>
Business Crime (Staff)	1.00	Scale 6		17/02/20	1.00	0.00	1	0	100.00	0.70
Crime & Public Protection (Staff)	1.00	Multiple		01/04/19	1.00	0.00	1	0	100.00	1.00
<i>Review Officer</i>	<i>1.00</i>	<i>P03</i>		<i>01/04/19</i>	<i>1.00</i>	<i>0.00</i>	<i>1</i>	<i>0</i>	100.00	<i>1.00</i>
SCD: Fraud Prevention Co-ordinator	3.00	Scale 6		01/05/19	3.00	0.00	3	0	100.00	3.00
SCD: OCG Co-ordinators	3.00	Scale 6		01/05/19	3.00	0.00	3	0	100.00	3.00
Total	31.00				28.80	2.20	25	6	80.65	21.05

Support Posts

Department / Role	FTE	Grade		Post Go Live Date	Est Posts Set Up So Far	Remaining	Uplift No. Posts Filled			
							Occupied (H'Count)	Remaining (H'Count)	% Occupied (H'Count)	fte
Vetting - Scale 3	1.00	Scale 3		01/04/19	1.00	0.00	1	0	100.00	1.00
Vetting - Scale 5	2.00	Scale 5		01/04/19	2.00	0.00	2	0	100.00	2.00
Vetting - Scale 6	1.00	Scale 6		01/04/19	1.00	0.00	1	0	100.00	1.00
L&D Trainers - Staff	4.00	Scale 6		01/04/19	4.00	0.00	4	0	100.00	4.00
<i>E Learning Developer</i>	1.00	Scale 6		01/04/19	1.00	0.00	1	0	100.00	1.00
<i>IT Trainer</i>	1.00	Scale 6/S01		01/04/19	1.00	0.00	1	0	100.00	1.00
<i>Op Investigative Skills Trainer</i>	1.00	Scale 6/S01		01/04/19	1.00	0.00	1	0	100.00	1.00
<i>Performance Design & Evaluation Officer</i>	1.00	Scale 6		01/04/19	1.00	0.00	1	0	100.00	1.00
L&D - Supervisor	1.00	S02		01/04/19	1.00	0.00	1	0	100.00	1.00
OCC Health	1.00	P02		01/04/19	1.00	0.00	1	0	100.00	1.00
Business Services - Scale 6	0.50	Scale 6		01/04/19	0.50	0.00	1	-1	200.00	1.00
Business Services - S02	0.50	S02		01/04/19	0.50	0.00	1	-1	200.00	0.81
SCT - Change Transformation	2.00	P03		01/04/19	2.00	0.00	2	0	100.00	2.00
<i>Benefits Realisation & Vital Signs Mngr</i>	1.00	P03		01/04/19	1.00	0.00	1	0	100.00	1.00
<i>Benefits Realisation & Vital Signs Off</i>	1.00	Scale 5		01/04/19	1.00	0.00	1	0	100.00	1.00
HR - Work Placement	1.00	Scale 3		01/04/19	1.00	0.00	1	0	100.00	1.00
HR - Recruitment Coordinator	1.00	Scale 6		01/04/19	1.00	0.00	1	0	100.00	1.00
HR - Recruitment Marketing Specialist	1.00	P01		01/04/19	1.00	0.00	1	0	100.00	1.00
Staff Total	16.00				16.00	0.00	17	-1	106.25	16.81
HR - Inspector	1.00	Insp		01/04/19	1.00	0.00	0	1	0.00	0.00
L&D Trainers - Officers	4.00	PC/DC		01/04/19	4.00	0.00	4	0	100.00	4.00
SCT - Change Transformation (Officer)	1.00	Sgt		01/04/19	1.00	0.00	1	0	100.00	1.00
Officers Total	6.00				6.00	0.00	5	1	83.33	5.00
Total	22.00				22.00	0.00	22	0	100.00	21.81