

Performance and Resources Scrutiny Programme 2020

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

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1.0 **Purpose of Report**

To provide an update on the 2020/21 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 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 continues engagement and consultation with Commands to ensure the allocated growth meets the demands previously identified and to clarify recruitment priorities and processes needed for delivery in a consistent manner through Corporate Recruitment. Several 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 given to any requirement to reprioritise or defer the identified implementation dates for each area. As the organisation moves toward a new state of normal and recovery from the initial phase of the pandemic, this continues to be overseen and managed through the Force Growth Board and will be kept under monthly review.

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**

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

The Strategic Change project team continues 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 are 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 continues 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 student officer intakes becoming operationally viable throughout the year. The Coronavirus pandemic has impacted on 2020/21 Force Growth in part, with the student officer intakes 'O, P and Q' 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, however "Q" intake is currently planned to be the last student officer intake diverted in this manner to provide the additional short term support prior to taking up their LPA roles in September, 'O' having already been released, with 'P' following in August.

This has led to the current timeline having been amended to consider prioritisation of some posts to be implemented due to the delayed release to operational roles. These amendments have been minor thus far and will be kept under review through the monthly Force Growth Board.

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

- Bringing forward an element of Crime and Public Protection growth
- Bringing forward an element of Custody Sgt growth
- Deferring implementation of some Training and HR growth posts
- Bringing forward some HR officer growth posts
- Deferring implementation of some Occupational Health growth posts, whilst bringing forward the remainder

Recruitment is currently being undertaken across a range of business areas including Operational Policing Command, Professional Standards Department, Serious Crime Directorate, Learning and Development, Firearms, Vetting, Information Management and Data Quality, and a range of Support Services Directorate areas.

Recruitment has been successfully completed in the following areas:

- Serious Collision Unit officer growth
- Firearms Unit Inspector growth
- Firearms Training Sergeant and PC growth
- Tasking and Briefing officer growth
- Executive support (Staff Officer) growth
- PSD officer growth
- The first tranche of 10 Community Safety and Engagement Officers

- HR Innovation and Positive Action Chief Inspector posts
- Professional Assessment Sergeant post

Community Safety and Engagement Officers

Community Safety Engagement Officers are newly established posts within the Force Growth Programme for 2020/21. Ten Community Safety Engagement Officers have been established in June 2020, one in each District Policing Area. A further ten (an additional one per DPA) will be established in October 2020.

Community Safety Engagement Officers are based within Community Safety Hubs (co-located with partners where available). Their role is to: engage with local communities via social media and any other available means in order to gain improved understanding of the issues affecting those communities; to work with partners to tackle the problems identified, taking a longer-term problem solving approach where possible; to ensure that the activity and outcomes from work on community priorities is well communicated to victims and communities.

Community Safety Engagement Officers will:

- Work within Community Safety Hubs
- Take a lead on problem solving, working with partners and the community to reduce crime, ASB and protect people from harm within the district.
- Support the CSP and Community Policing Team by ensuring that both have available all relevant information from police / joint agency systems and intelligence relating to local priorities.
- Promote public participation and build trust and confidence in policing in Essex through engagement and collaboration with partners and the public to identify and address local concerns and issues affecting public safety.
- Take a lead on developing and promoting engagement with all communities and diverse groups, with the Community Safety Hub, the Community Policing Team and other partners, through a range of media channels and methods, including Digital and Social Media.

High Harm and Investigations

The Investigations Review was considered by Chief Officers and under the newly implemented Chief Officer portfolios, joint work between ACCs Nolan and Baldwin is developing the detailed plans for implementing this growth which takes account of the Investigations Review recommendations and creation of the Serious Violence Command.

6.0 Implications (Issues)

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

Recruitment is still ongoing where possible with processes being utilised to maintain a degree of recruitment inflow, into and across the organisation, and this is being increased as the organisation moves to a state of “new normal” during the current recovery phase as set out by the Government.

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 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 in the interim. A sergeant promotion process is planned for later in the year for those officers who are qualified and suitable to apply.

6.1 Links to Police and Crime Plan Priorities

The deployment decisions directly support the Police and Crime Plan 2019-20, and the subsequent revised plan for 2020-21.

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 impact of the Coronavirus pandemic on the delivery of policing services, and business as usual is identified as a potential risk, and continues to be a consideration as Governmental guidance and advice changes during the move to a “new normal” phase. 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 for 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 as the current 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.

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

HOME OFFICE FUNDED POSTS				Police Officer Growth Plan														
December 2019 Update				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	
Previous Month End Strength				3,237.93	3273.93	3,250.93	3,227.93	3,284.93	3,271.93	3,328.93	3,305.93	3,282.93	3,339.93	3,316.93	3,353.93	3,330.93		
Leavers				(22.00)	(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)				58.00	0.00	0.00	80.00	10.00	80.00	0.00	0.00	80.00	0.00	60.00	0.00	62.00	372.00	
Joiners (transfers in)				0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	
Strength at end of Month				3,273.93	3,250.93	3,227.93	3,284.93	3,271.93	3,328.93	3,305.93	3,282.93	3,339.93	3,316.93	3,353.93	3,330.93	3,369.93		
Force Establishment				3,218	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*				55.93	(118.07)	(141.07)	(84.07)	(97.07)	(40.07)	(63.07)	(86.07)	(29.07)	(52.07)	(15.07)	(38.07)	0.93		
% Strength Variance				1.7%	-3.5%	-4.2%	-2.5%	-2.9%	-1.2%	-1.9%	-2.6%	-0.9%	-1.5%	-0.4%	-1.1%	0.0%		
FTEs	Con	Sgt	Insp	C/Insp														
High Harm & Investigations	40.5	10	4								36.0				18.5		54.5	
Custody Command		12						3.0			9.0						12.0	
Specialist Policing - Serious Collision Unit	3							3.0									3.0	
Specialist Policing - Firearms (STRA)	7	1	1				3.0	1.0				5.0					9.0	
Managing Sexual, Violent Offenders and on-line investigations	9	2					1.0	2.0				8.0					11.0	
Serious & Organised Crime	6	1									7.0						7.0	
Local Policing Areas - Briefing & Tasking	6					6.0											6.0	
Learning and Development - recruitment & training	13	1.5	1			0.5			7.0	4.0	1.0			3.0			15.5	
Financial Investigations and Cyber - Detective Inspector			1						1.0								1.0	
Serious Crime - Dedicated Source Unit - Inspector			1						1.0								1.0	
Dedicated Taser Training Team	5		1								6.0						6.0	
Data Quality Improvement	2					1.0		1.0									2.0	
Professional Standards - Police Integrity Reforms	3	1						4.0									4.0	
Serious Crime - Intelligence Support	3									3.0							3.0	
Infrastructure support - officers - L&D	4	1				1.0			2.0	2.0							5.0	
Infrastructure support - officers - Recruitment		4		2		1.0		2.0	1.0	2.0							6.0	
Community Safety & Engagement Officers	20					-15.0	10.0				10.0						5.0	
OFFICERS - TOTAL						-5.5	0.0	14.0	16.0	12.0	11.0	69.0	13.0	0.0	3.0	18.5	0.0	151.0

OFFICIAL

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
FTEs														
OPERATIONAL POLICING : 16.0 FTE Staff														
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					3.0		2.0							5.0
Specialist Policing - Traffic Collision Investigations							2.0							2.0
INFRASTRUCTURE SUPPORT: 44.8 FTE Staff														
Vetting - Phase 1							9.0							9.0
Occ Health - Phase 1							0.5							0.5
Business Services - Phase 1				1.0	1.5									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				2.0		1.0								3.0
Human Resources - Phase 2					1.0									1.0
Learning & Development - Phase 2						2.5	4.0							6.5
STAFF - TOTAL			0.0		21.8									60.8

OFFICIAL