

Strategic Board Programme 2020

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

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Chief Officer	DCC Pippa Mills
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Author on behalf of Chief Officer:	C/Insp Jamie Gingell
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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.

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 in line with the investment plans outlined to the PFCC.

The most significant areas of investment to be realised are 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.

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 Force Growth 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 agreed through the Force Growth Board. The current timeline is set out below in **Figures 2 and 3**.

Fig 2. Force Growth 2020/21 Implementation Timeline – Officers

	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
OFFICERS - TOTAL		-0.5	0.0	22.0	10.0	5.0	4.0	72.0	17.0	0.0	3.0	18.5	0.0

Fig 3. Force Growth 2020/21 Implementation Timeline – Staff

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					5.0									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			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
STAFF - TOTAL			17.0		39.3									60.8

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.

The final phases of post creation are being completed for all growth posts in order to facilitate the implementation programme as a whole. A number of adjustments to the original bids have been submitted for consideration to the Force Growth Board, whilst some have involved minor variances to pay scale or role type, those of more significance are set out below.

4.1 2020/21 Investment Adjustments

4.1.1 Specialist Policing - Firearms

The number of posts have not changed, however there are changes to the structure and implementation timeline for this area. The originally agreed bid was for 1 Inspector and 8 Constables to further reinforce the Force's existing capability and resilience in Armed Policing. Following an amendment bid, which was approved at the Force Growth Board, this growth has now been altered to 1 Inspector, 1 Sergeant and 7 Constables.

This change allows for the investment of the Sergeant and 2 Constable posts into increasing the number of Authorised Firearms Instructor (AFI) roles within Essex Police. This investment is key to maintaining the ongoing training provision within Force for Authorised Firearms Officers (AFO) courses throughout 2020/21 and into 2021/21 and facilitating the remainder of the Firearms related growth; it also brings parity to Essex when compared with other forces within the region.

In order to meet the attendance requirements for the National Instructors Course, which is only run once a year, the implementation of the Sergeant and both Constable posts have been brought forward to June, from the original implementation in November.

4.1.2 High Harm and Investigations

The number of posts have not changed, however there has been an alteration to the implementation timeline. The first tranche of 18 officers were due to be implemented in July. In order to fully consider the findings of an internal Investigative Review, commissioned to assess current and future demand across a number of investigative areas, which would then inform the deployment of these posts across the Force, this tranche has been deferred until October. This will allow a more carefully considered approach and decision to be made as to where these growth posts can have the most significant impact, both in terms of supporting those area's most in need geographically but also to those investigative areas posing the greatest threat to victims and the wider public of Essex.

4.1.3 Briefing and Tasking Officers

The number of posts have not changed (6 Constables), however there has been an alteration to the implementation timeline. These posts, which were previously funded through Home Office surge monies, have been key in coordinating the policing response to Gangs and County Lines criminality. As a result of a funding gap from the surge monies, to the previously agreed implementation timeline, the Force Growth Board agreed a bringing forward of the start date to April, from November. This has facilitated the continued positive activity of these roles in supporting the work of Op Sceptre and proactive operations against this form of criminal behaviour.

4.1.4 Data Quality and Compliance

Data quality and compliance remains a force priority for Essex and the identified growth in this area provides improved resilience and capability to meet growing demands. An adjustment to the implementation timeline bringing forward the commencement of these posts to April from June has been agreed through the Force Growth Board.

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 project team is continuing to work with Corporate Recruitment to devise and assess the approach to be undertaken in order to appropriately manage a phased implementation of the final posts as soon as it is operationally and organisationally appropriate to do so.

6.0 Implications (Issues)

The current Global crises arising from the Coronavirus pandemic and the Essex Police response to it has meant that some recruitment and posting processes have had to be placed on hold to maximise the available frontline resource in core teams. Whilst this has ostensibly impacted on the remaining 2019/20 growth posts being completed, the project team, through the Force Growth Board have coordinated a review of the implementation of the 2020/21 growth, to ensure that the potential impact of this on the current growth programme is understood and priority is given to those posts and areas identified by Chief Officers as requiring precedence.

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 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 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.

The majority of officer growth is factored to occur from July onwards, whilst some minor alterations to implementation dates have been adopted and included within the current timeline, this will be kept under review and where possible the existing timeline adhered to.

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.

6.2 Links to Police and Crime Plan Priorities

The deployment decisions for the 2020/21 Growth Programme have been in accordance with and aligned to the PFCC Police and Crime Plan.

6.3 Equality and/or Human Rights Implications

Each strand of recruitment is co-ordinated and supported through Human Resources (HR) to ensure fair and impartial selection processes are adopted.

6.4 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, in conjunction with the release of available growth posts through Corporate Recruitment.