

Strategic Board

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

Title of Report:	Update on Force Growth Programme 2019/20
Agenda Number:	7(a)
Chief Officer:	DCC Pippa Mills
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Author on behalf of Chief Officer:	C/Insp Jamie Gingell
Meeting & Date of Approval	
Date Approved by Finance <i>(Colin Cooper/Matthew Tokley/Kate Whittaker)</i>	
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Strategic Board Programme 2020

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Title of Report:	Force Growth Programme 2019/20 Update
Agenda Number:	7(a)
Chief Officer	DCC Pippa Mills
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Report from:	Essex Police
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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.
That this is accepted as the closing report for the 2019/20 Growth Programme.

3.0 Executive Summary

The 2019/20 Force Growth Programme has been co-ordinating the additional investment 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 outlined to the PFCC.

This paper details current variances from the recent Force Growth Programme Boards (4 and 30 June 2020). These variances are as a result of the developing Coronavirus Pandemic and the contingency plans initiated by Essex Police to maintain operational effectiveness and meet public demands.

There has been some adjustment to the implementation timeline to take account of developing operational demands and priorities arising from the pandemic. The remaining officer post investments were deferred from their completion within the financial year; and will now be finalised within the 2020/21 financial period.

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 as agreed at the last Force Growth Board.

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 Force Growth project team have continued to co-ordinate individual plans for the deployment of these additional officers and staff against the timeline set by Chief Officers. As was the case for 2018/19 growth, the recruitment has been sequenced to ensure the effect of new officer recruitment has been realised within Local Policing Teams before experienced officers are released to other specialist roles.

Recruitment to the growth posts has taken place throughout the financial year, coordinated by the Force Growth Project Team and Corporate Recruitment.

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.

5.0 Current Work and Performance

The final implementation plan 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 below for 2019/20 growth (Figure 2) shows the current recorded completion of growth posts as record on SAP, as of the 23 July.

Figure 2

Essex 2019/20 Uplift Summary Police Officers and Staff

Updated: 23/07/20

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

- 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

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.

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 had to be placed on hold to maximise the available frontline resource in core teams. Whilst this has meant that all the officer 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 financial 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. This has been carefully managed however 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, with anticipated completion being achieved by end of August 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 employment checks and vetting. These risks are mitigated by the continual review and prioritisation of recruitment to roles, to ensure that where possible, usual business and growth recruitment can be continued.

6.2 Links to Police and Crime Plan Priorities

The deployment decisions for the 2019/20 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

The 2019/20 Growth programme will be submitted for formal closure at the August Performance and Resource Scrutiny Panel meeting.

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. The Force Growth Board next meets on the 2nd September 2020.

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It is anticipated that this report is the final closing report on the 2019/20 growth programme.

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