

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

Title of Report:	Update on Force Growth Programme 2020/21
Agenda Number:	7(b)
Chief Officer:	DCC Pippa Mills
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Author on behalf of Chief Officer:	C/Insp Jamie Gingell
Meeting & Date of Approval	
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Strategic Board Programme 2020

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Agenda Number:	7(b)
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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													Totals
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	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	
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	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														
High Harm & Investigations								36.0				18.5		54.5
Custody Command					3.0			9.0						12.0
Specialist Policing - Serious Collision Unit					3.0									3.0
Specialist Policing - Firearms (STRA)				3.0	1.0				5.0					9.0
Managing Sexual, Violent Offenders and on-line investigations				1.0	2.0				8.0					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					7.0	4.0	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		1.0			1.0									2.0
Infrastructure support - officers - L&D		1.0					2.0	2.0						5.0
Infrastructure support - officers - Recruitment		1.0				2.0	1.0	2.0						6.0
Community Safety & Engagement Officers (Total investment 20 FTE, 5 FTE are growth)		-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

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					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

Recruitment is currently being undertaken within a number of business areas including PSD, Firearms, Vetting, Information Management and Data Quality, Learning and Development and the Support Services Directorate.

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 Amendments/Updates

4.1.1 Specialist Policing - Firearms

Recruitment has been successfully completed for the Sergeant and PC posts which will increase the firearms training capacity, as previously reported. Recruitment has also been successfully completed for the Firearms Inspector post. The remaining PC posts will be implemented later in the year and there is a programme of firearms training courses factored into the remainder of the financial year to support this.

4.1.2 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.

A proposed plan on allocation of posts will be submitted for agreement at Chief Officer Group. Once agreed a more detailed implementation plan will be devised for the introduction of these posts throughout the remainder of the financial year.

4.1.3 Custody Sergeants

The number of posts has not changed (12 Sergeants), however there has been an alteration to the implementation timeline. Arising from the last Sergeant promotion process a number of successful individuals were moved into the Command to support and backfill gaps arising from sickness, maternity and other absences, ahead of the planned implementation date. These posts no

longer require the need for backfilling due to the return of the established individuals, and accordingly a decision was made to implement 3 of the growth posts early. The remainder of the post implementation is set for October, another Sergeants promotion process is being devised to support and compliment the planned growth.

4.1.4 Learning and Development

Due to the volume of recruitment being undertaken within the area of Learning and Development several of the implementation dates have had to be adjusted to accommodate the sheer demand to be processed. This has seen the start dates pushed back for both officer and staff posts in respect of Investigative Coaches, Professional Development Officers (PDO), Crime Training posts and support posts. Recruitment into all these areas has been positive however with a number of applicants submitted for each area to be progressed. Successful candidates have been identified for the Detective Development DI post and a number of the PDO posts, which is being managed through the Resource Deployment meeting.

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.

Whilst recruitment is underway in almost all areas of staff growth, with adverts being released or processes being continued to interview and selection, officer recruitment has been successfully completed in the following areas since the last report to the Board:

- Serious Collision Unit officer growth

- Firearms Unit Inspector 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.

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 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 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.

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 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, and has been considered with the phased introduction of each new probationer intake. 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, 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, and the subsequent revised plan for 2020-21.

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.

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.