

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.

The Coronavirus pandemic has impacted on 2020/21 Force Growth in part, with the student officer intakes being diverted to support core functions in the Force Control Room and Custody Command. These have now been released to their LPA postings. "Q" intake was 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.

This has led to the current timeline having been amended to consider the priority of posts to be implemented due to the delayed release to operational roles. Additionally, due to the need to manage the logistical move of multiple officers across Commands, some posting to growth have also had to be deferred to maintain operational effectiveness. 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:

- Deferring implementation of some Serious Crime Directorate growth
- Deferring implementation of some Training and HR growth posts
- Deferring implementation of the Taser Training Inspector post
- Deferring implementation of some Professional Standards growth
- Bringing forward some HR officer growth posts
- Deferring implementation of some Occupational Health growth posts

Recruitment continues to be undertaken across all areas of business areas in receipt of growth in 2020/21. Recruitment has been successfully completed in the following areas:

- Casualty Reduction Investigation staff growth
- Chronicle Administrator staff growth
- Professional Development Officer PC growth
- Victim Identification Officer (POLIT) growth
- Various Business Services and HR staff growth
- Crime Training DI officer growth
- DSU DI growth
- Data Quality and Compliance officer growth
- Vetting Team Leader staff growth

Community Safety and Engagement Officers

Community Safety Engagement Officers are newly established posts within the Force Growth Programme for 2020/21. A summary of their role and planned activity was provided in the last update report to the panel. The second phase of recruitment to fulfil the remaining ten posts is underway, with the intention being this will be completed with individuals taking up their posts by the end of October, or shortly thereafter.

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 has developed the detailed plans for implementing this growth which takes account of the Investigations Review recommendations and creation of the Serious Violence Command. These plans have been agreed at COG and will see the implementation of growth into the following areas:

- Crime and Public Protection – through an uplift to Adult Sexual Abuse Investigation Teams (ASAIT) across the Force.
- Criminal Investigation Departments (CID) – through an uplift to CID teams in the North and West LPA, and the creation of a new CID team in South LPA covering Castlepoint and Rochford.
- Domestic Abuse Investigation Teams – through the creation of High Output Teams across the Force.

DA High Output Teams

These teams will be dedicated to focus on preventative activity aimed at those offenders who represent the highest demand upon police and partner agencies, and to prevent repeat victimisation. The team will work toward achieving the specified aims by focusing on the following core pillars of the role:

1. Perpetrator enforcement activity
2. Victim support (empowerment) activity
3. Increasing evidential opportunities
4. Victim safeguarding
5. Partner agency working

They will support the work of the DA Investigative Teams in each LPA, through multidisciplinary activity with partners, seeking to remove the barriers preventing victim engagement and breaking the cycle of domestic abuse. It is believed that these teams will be the first of their kind within the country.

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. Whilst a return to a state of “new normal” continues, compliance with social distancing rules and regulations continues to have an impact in this area.

The postponement of the National Sergeants examination has had an impact on the pool of potential qualified officers for promotion at this time. A sergeant promotion process has been undertaken in recent months however insufficient candidates were successful to fulfil all growth and existing vacancies. Consideration is being given to another process being planned for later in the year for those officers who are qualified and suitable to apply, and once the results from the deferred National exam is known.

However, it is anticipated that this gap will continue to exist for some time, placing pressure on the growth programme’s ability to fulfil all supervisory roles, including those allocated to Custody, within the financial year.

The impact of the Coronavirus and accompanying safety regulations has also affected the ability to run the National Investigators Examination (NIE) and associated training courses for the Initial Crime Investigators Development Programme (ICIDP), the national detective training programme. This has negatively impacted on the pool of candidates to undertake the course, and the ability to run courses due to limited space and regulatory compliance. This has slowed the recruitment and progression of officers into the detective pathway, accreditation of individuals as detectives, and therefore the recruitment into detective posts. This is against a national backdrop of challenges faced by Forces to recruit into detective arenas, this is expected to continue for some time as Essex Police College manage the demand for all courses and training and the prioritisation of these against recruit training.

This delay in progressing the accreditation of detectives, coupled with the substantial increase in detective posts arising from the growth programme, poses a significant challenge in the ability to fulfil all High Harm posts as identified above, within the financial year.

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, 2019).

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 continues as a potential risk, and a consideration as Governmental guidance and advice changes in light of the reintroduction of tighter restrictions nationally. Having taken the decision to defer probationer deployments to support core functions and defer posting to growth posts to maximise the capacity of frontline core teams, the current circumstances place a pressure upon completing Force growth recruitment for 2020/21, due to the delays caused and these are likely to persist throughout the remainder of the financial year. 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 detective roles and 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.

6.4 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.

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	Sc 1	Sc 2	Sc 3	Sc 4	Sc 5	Sc 6	SO1	SO2	PO1	PO2	PO3	PO4	PO5	Con	Sgt	Insp	C/Insp											
OPERATIONAL POLICING : 16.0 FTE Staff																												
Gang & County Line Capabilities						2.00																						2.0
Specialist Policing - Weapons Training Chronicle Administrator				1.00																								1.0
OPC - Dangerous Dog Manager							1.00																					1.0
Resource Management Unit			5.00																									5.0
Professional Standards - Police Integrity Reforms			2.00	1.00					2.00																			3.0
Specialist Policing - Traffic Collision Investigations			1.00		1.00																							1.0
INFRASTRUCTURE SUPPORT: 44.8 FTE Staff																												
Vetting - Phase 1			1.00		7.00	1.00																						1.0
Occ Health - Phase 1			0.50																									8.0
Business Services - Phase 1			1.00	1.00		0.50																						0.5
IT - Phase 2						3.50	0.50																					1.0
Payroll Officer - Phase 2					0.50																							1.0
Transport - Phase 2							2.00																					1.0
SCT - Phase 2							4.00																					1.5
Business Services - Phase 2 v1				4.30																								2.5
Business Services - Phase 2 v2			3.00																									3.0
Recruitment -Phase 2													0.50															0.5
HR Strategy - Phase 2										0.50																		0.5
HR Resource Planning - Phase 2				0.50		0.50																						1.0
OM - Phase 2					1.00																							1.0
HR People Development - Phase 2			0.50		0.50						0.50																	1.5
Health & Wellbeing - Phase 2			1.00					1.00	1.00																			2.0
Human Resources - Phase 2								1.00																				1.0
Learning & Development - Phase 2			1.00			1.50	4.00																					6.5
STAFF - TOTAL																												60.8