

**Strategic Board**

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

<b>Title of Report:</b>	<b>Force Growth Programme 2020/21</b>
<b>Agenda Number:</b>	<b>7(b)</b>
<b>Chief Officer:</b>	<b>DCC Pippa Mills</b>
<b>Date Paper was Written:</b>	<b>23 April 2021</b>
<b>Version Number:</b>	<b>V2.0</b>
<b>Date of PFCC Strategic Board Meeting:</b>	<b>10 June 2021</b>
<b>Author on behalf of Chief Officer:</b>	<b>A/Supt Jamie Gingell</b>
<b>Meeting &amp; Date of Approval</b>	
<b>Date Approved by Finance</b> <i>(Colin Cooper/Matthew Tokley/Kate Whittaker)</i>	
<b>Document Classification:</b>	<b>Official</b>

## Strategic Board Programme 2021

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

<b>Title of Report:</b>	<b>Force Growth Programme 2020/21 – Closing Report</b>
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<b>Report from:</b>	<b>Essex Police</b>
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### 1.0 **Purpose of Report**

To provide an update and closing position 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 has successfully co-ordinated the additional investment of 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 have been invested in line with the investment plans outlined to the PFCC.

The most significant areas of investment realised were the increases 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 recognised 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 for this and future years.

As at 12<sup>th</sup> May 2021 all 151 officer posts had been successfully recruited to with only 1 officer waiting for vetting clearance prior to taking up their posts.

As at 12<sup>th</sup> May 2021 58.8 staff posts had been successfully recruited to, with 4 in final vetting/recruitment processes. This leaves only 2 staff posts yet to be filled through recruitment, but both are subject of proactive ongoing recruitment processes to complete these.

At the April Force Growth Programme Board it was proposed to record the 2020/21 programme as achieved and closed for reporting purposes.

#### **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 agreed investment areas.

**Figure 1: 2020/21 uplift: Agreed allocation of new posts****Table C**

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

The Force Growth project team has co-ordinated individual plans for the deployment of these additional officers and staff against the timeline set by Chief Officers. The initial timeline for this sequencing was outlined at the Strategic Board on 17 March 2020, and adjustments agreed throughout the year through the Force Growth Board. The final implementation timelines are set out below in **Figures 2 and 3**.

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

																Police Officer Growth Plan														
April 2021 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																	3293.35	3279.38	3273.85	3305.08	3302.66	3329.66	3308.66	3287.66	3346.66	3325.66	3354.66	3333.66		
Leavers																	(20.00)	(6.06)	(20.00)	(16.81)	(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	46.00	12.00	48.00	0.00	0.00	80.00	0.00	50.00	0.00	57.00	372.00	
Joiners (transfers in)																	5.50	0.00	4.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	0.00	
Strength at end of Month																3,293.35	3,279.38	3,273.85	3,305.08	3,302.66	3,329.66	3,308.66	3,287.66	3,346.66	3,325.66	3,354.66	3,333.66	3,369.66		
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*																75.35	(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																2.3%	-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	Sc 1	Sc 2	Sc 3	Sc 4	Sc 5	Sc 6	SO1	SO2	PO1	PO2	PO3	PO4	PO4	Con	Sgt	Insp	C/Insp													
High Harm - ASAIT														18											3.0	2.0	13.0	18.0		
High Harm - South CID (Castle Point & Rochford)														6	3	1									10.0			10.0		
High Harm - North CID														3											2.0		1.0	3.0		
High Harm - West CID														3												1.0	2.0	3.0		
High Harm - DAPS (across all 3 LPAs)														17.5		3										1.0	19.5	20.5		
Custody Command															12			3.0							4.0		5.0	12.0		
Specialist Policing - Serious Collision Unit														3				3.0										3.0		
Specialist Policing - Firearms (STRA)														7	1	1									2.0	3.0		9.0		
Managing Sexual, Violent Offenders and on-line investigations														9	2												1.0	6.0	11.0	
Serious & Organised Crime														6	1											1.0	3.0	3.0	7.0	
Local Policing Areas - Briefing & Tasking														6				6.0											6.0	
Learning and Development - recruitment & training														13	1.5	1		0.5			3.0	1.0			4.0	2.0	3.0		2.0	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									4.0		2.0		6.0	
Data Quality Improvement														2				1.0			1.0								2.0	
Professional Standards - Police Integrity Reforms														3	1										2.0	1.0	1.0		4.0	
Serious Crime - Intelligence Support														3													1.0	2.0	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							1.0		2.0		6.0	
Community Safety & Engagement Officers (Total investment 20 FTE, 5 FTE are growth)														20				-15.0			10.0				10.0				5.0	
<b>OFFICERS - TOTAL</b>																		-5.5	0.0	14.0	11.0	4.0	5.0	17.0	12.0	12.0	19.0	9.0	53.5	151.0



## **4.1 2020/21 Investment Updates**

### **4.1.1 High Harm and Investigations**

The investment in this area has seen the creation of an additional CID team for South LPA at Castlepoint and Rochford, and the creation of new Domestic Abuse Problem Solving Teams in each of the Local Policing Areas.

The new CID team have provided increased investigative capacity, focus and ownership for crimes impacting on this District, and in broader support of the wider LPA.

The new DA Problem Solving Teams have embedded in quickly alongside their investigative colleagues and are engaging proactively with partners to support the most vulnerable victims with a view to breaking the cycle of abuse and preventing further harm and demand. This area is supported by additional planned growth in 2021/22.

### **4.1.2 Custody Sergeants**

The officers forming this part of growth have undertaken their relevant training courses and are now in role providing additional resilience and capacity to our custody suites and supporting the effective and efficient use of custody to meet demands across the Force.

### **4.1.4 Learning and Development**

The recruitment to Learning and Development has provided an increased capacity to deal with the “demands of the future”, as well as those of today. The ability to provide the right skills, knowledge and training to officers and staff both already within the organisation and those joining it, are key to providing an effective service to the public of Essex. The growth in this area sets the foundation to meet those needs as the establishment continues to grow during 2021/22 and that anticipated in 2022/23.

## **5.0 Implications (Issues)**

The Global crisis arising from the Coronavirus pandemic and the Essex policing response to it, meant that a range of recruitment and posting processes were affected during this period. This posed a challenge to meeting the growth plan

in line with the Home Office requirement to recruit additional officers, thereby enabling an improved service to the public of Essex and delivery of the Force plan.

Compliance with ongoing social distancing and remote working rules and regulations continued to have an impact in this area and the reduced expediency of undertaking recruitment processes to fill growth.

## **6.0 Risks/Mitigation**

The impact of the Coronavirus pandemic on the delivery of the growth programme was successfully mitigated through the deferring and resequencing of implementing some areas until the latter part of the financial year, as reflected in the above timelines.

Recruitment continued as the business adapted and revised processes were implemented and embedded, meaning that the growth programme could be successfully achieved within the financial period despite these challenges.

The Force Growth Board has kept recruitment and the impact of officer/staff moves under constant review to ensure that when operationally appropriate and achievable, the completion of growth was prioritised and supported through the Resource deployment meeting without negatively impacting on frontline services to the public.

### **6.1 Links to Police and Crime Plan Priorities**

The deployment decisions for the 2020/21 Growth Programme directly support the PFCC Police and Crime Plan.

### **6.2 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.

### **6.3 Health and Safety Implications**

There are no Health and Safety Implications.

## **7.0 Consultation/Engagement**

Internal consultation with staff associations has been maintained 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 2020/21 Growth Programme, the volume of different posts to advertise and recruit to in the latter stages of the implementation was challenging, especially with the range of Detective posts to be completed. Reflective of this in the timing of implementing different phases of growth in 2021/22, the Force will ensure that the demands put on teams involved in recruiting is phased throughout the year, and the visibility of the different opportunities for officers and staff, is supported with a planned programme of media releases to highlight the opportunities available.

## **9.0 Future Work/Development and Expected Outcome**

The Programme Team is working with all departments and stakeholders to refine and streamline the reporting to the Force Growth Board and broadening the attendance at check point meetings on a monthly basis, to minimise duplication of updates being sought from various business areas. This includes the development and provision of forward planning timetables to Internal Communications and Corporate HR to positively support the phasing of recruitment adverts and media communications as mentioned earlier in the report.