

**Strategic Board**

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

<b>Title of Report:</b>	<b>Force Growth Programme 2021/22</b>
<b>Agenda Number:</b>	<b>4ii</b>
<b>Chief Officer:</b>	<b>DCC Pippa Mills</b>
<b>Date Paper was Written:</b>	<b>23 April 2021</b>
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<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>10 May 2021</b>
<b>Date Approved by Finance</b> <i>(Colin Cooper/Matthew Tokley/Kate Whittaker)</i>	<b>N/A</b>
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**Strategic Board Programme 2020****Report to: The Office of the Police, Fire and Crime Commissioner for Essex**

<b>Title of Report:</b>	<b>Force Growth Programme 2021/22 Update</b>
<b>Agenda Number:</b>	<b>7(b)</b>
<b>Chief Officer</b>	<b>DCC Pippa Mills</b>
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<b>Date of Meeting:</b>	<b>10 June 2021</b>
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**1.0 Purpose of Report**

To provide an update on the 2021/22 Force Growth Programme in line with the agreed investment. To set out the progress made to completion of the deployment plan for the additional 184 officer posts detailing the allocation of police officers to business areas agreed by Chief Officers against the agreed timeline for when these changes will take effect. This will include the recruitment of the additional 19 police staff posts as part of the 2021/22 Force Growth Programme.

**2.0 Recommendations**

That the update is noted by the Police, Fire and Crime Commissioner.

**3.0 Executive Summary**

The 2021/22 Force Growth Programme is co-ordinating the additional investment by recruiting 178 more frontline officers (6 posts are allocated to the Regional Organised Crime Unit and will recruited to directly by the ROCU) and 19 additional staff roles. These officer and staff posts are being invested in line with the investment plans outlined to the PFCC.

#### 4.0 Introduction/Background

The 2021/22 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 preventative capabilities.

In **Figure 1** below (Table C in communications to the PFCC) the approved growth bids which form part of the 20,000 uplift are detailed. The breakdown also includes the additional growth through precept uplift of further officer posts, as a bring forward of proposed uplift growth from 2022/23, and staff growth. The breakdown in Figure 1 will form part of the Force Growth Programme in terms of implementation and monitoring, with the exception of the Regional Organised Crime Unit (ROCU) growth listed.

The table sets out in the following colour codes those that are: -

Highly visible public facing roles preventing and tackling crime & disorder
Tackling crime & disorder
Essential supporting roles
Regional Organised Crime Units (ROCU)

**Figure 1: 2021/22 growth: Agreed allocation of new posts****Table C - Police Officer and Staff Investment**

Investment in additional Police Officers and Staff	Officers	Staff
	FTE	FTE
Serious Violence	30.00	
Domestic Abuse Problem Solving	22.00	
Management of Sexual Offenders and Violent Offenders (MOSOVO)	14.00	
Disruptor Teams	10.00	
Surveillance	9.00	
Major Crime	8.00	
Op Bluebird (People Trafficking)	6.00	
Modern Slavery & Human Trafficking and Serious Organised Crime	4.00	
Organised Crime Group Management Unit	4.00	
Missing Persons	1.00	
Crime Prevention	1.00	
Firearms Instructors	6.00	
Professional Standards	5.00	
Athena Development Team	5.00	
Federation Officer	1.00	
Regional Organised Crime	6.00	
<b>Total - National Police Uplift Programme 2021/22</b>	<b>132.00</b>	<b>-</b>
Disruptor Teams	25.00	
Domestic Abuse - Proactive	14.00	
Road Crime	7.00	
Dog Handlers	3.00	
Driver Training	1.00	
Taser' Training	1.00	
Data Protection	1.00	
<b>Total - Additional Police Uplift</b>	<b>52.00</b>	
Home Office Large Major Enquiry System (HOLMES)		4.00
Investigator Powers Department support		1.50
Financial Investigations		1.00
Organised Crime Group Management Unit		3.00
Special Constabulary Development Team		3.00
Enabling Support Roles		6.50
<b>Total - Other Investment</b>	<b>-</b>	<b>19.00</b>
<b>Total Investment</b>	<b>184.00</b>	<b>19.00</b>
<b>Savings Programme</b>		<b>0.00</b>
<b>Net Officer/Staff Investment</b>	<b>184.00</b>	<b>19.00</b>

The Force Growth project team is currently co-ordinating 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 sequencing was outlined at the Strategic Board on 11 March 2021. The current timeline is set out below in **Figures 2 and 3**.

**Fig 2. Force Growth 2021/22 Proposed Implementation Timeline – Officers**

21/22 Force Growth Implementation Timeline (ver 0.8)										Police Officer Growth Plan										
Description/Heading - Investm	FTEs	POLICE OFFICER - Ranks																		
		Con	Sgt	Insp	Ch Insp	Supt	Ch Supt	Apr-21	May-21	Jun-21	Jul-21	Aug-21	Sep-21	Oct-21	Nov-21	Dec-21	Jan-22	Feb-22	Mar-22	Totals
4th Federation Officer	1		1					1												1
PSD Investigations	5	4			1							5								5
Serious Violence Unit	30	24	3	1	1	1		5	2		7		8					8		30
Firearms Training Uplift	6	6							3				3							6
Missing Person Prevention Sgt	1		1					1												1
MOSOVO	14	14												8				6		14
Crime Prevention Strategy Insp	1			1				1												1
DA Problem Solving Team	22	19	3					1	2		6		6					7		22
Major Crime	8	8							4				4							8
Surveillance	9	8	1					1										8		9
Serious & Organised Crime	4	2	1	1					4											4
Op Bluebird	6	5	1					1	2			3								6
OCG Management Unit (Intel)	4	3	1						4											4
Athena	5	3	1		1			5												5
Data Protection	1	1							1											1
Taser & PST Sgt	1		1						1											1
Driver Training Instructors	1		1						1											1
Road Crime Team	7	6	1								4		3							7
DAIT Proactive	14	14									5		5					4		14
Specialist Dog Handlers	3	3						3												3
DPA Disruptor Teams	35	32	3						18				17							35
<b>TOTAL</b>	<b>178</b>	<b>152</b>	<b>19</b>	<b>3</b>	<b>3</b>	<b>1</b>	<b>0</b>	<b>19</b>	<b>42</b>	<b>0</b>	<b>22</b>	<b>8</b>	<b>46</b>	<b>8</b>	<b>0</b>	<b>0</b>	<b>33</b>	<b>0</b>	<b>0</b>	<b>178</b>

**Fig 3. Force Growth 2021/22 Implementation Timeline – Staff**

Description/Heading - Investment in Staff	FTEs	PSE - Scale/Grade										Police Staff Growth Plan											
		sc 3	sc 4	sc 6	SO1	SO2	PO1	PO3	PO6	Apr-21	May-21	Jun-21	Jul-21	Aug-21	Sep-21	Oct-21	Nov-21	Dec-21	Jan-22	Feb-22	Mar-22	Totals	
Systems and Reporting Accountant	1.0											1											1
SCD - HOLMES	4.0			2		2						4											4
SCD - Investigative Powers	1.5			1	0.5							1.5											1.5
SCD - Prevent & Protect Supervisor	1.0							1				1											1
SCD - Financial Investigator Supervisor	1.0								1				1										1
Organised Crime Group Management Unit	3.0																3						3
Vehicle Recovery Administrator	1.0		1									1											1
Specials Constabulary Development Team	3.0			2	1								3										3
Clinical Governance	0.5											0.5											0.5
Fleet Vehicle Collection & Delivery	3.0	3											3										3
<b>TOTAL</b>	<b>19.0</b>											<b>6</b>											<b>19</b>

Recruitment has been commenced and successfully completed for all those officer posts identified for completion in April, placing the commencement of the programme in a favourable position at such an early point in the financial year with 10.7% of total growth achieved within the first month. This also included a bringing forward of several posts originally planned for implementation later in the year, Recruitment is actively being progressed for all growth currently planned for implementation during May.

Post creation is being completed for the second tranche of posts to be recruited to (July to September), which should be completed by the end of May, with the final tranche (October onwards), being completed before the end of August. 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 implementation timescales, those of more significance are set out below.

## **4.1 2021/22 Investment Amendments/Updates**

### **4.1.1 Professional Standards Department**

There has been an adjustment to the implementation timeline, a prior advert was unsuccessful in attracting applicants for this growth area. In order to maximise interest through media engagement and broaden the opportunity to fulfil this area through external advertising, the implementation date has been moved from May to August.

### **4.1.2 MOSOVO**

The implementation of this growth is interdependent to a staff consultation with those who will be redeployed from this area of business. Due to the consultation process recruitment cannot be commenced in order to meet the July date for the first batch of officers. The timeline has been adjusted with the amalgamation of the July and September intakes into a single batch of 8 officers to be completed in October. The January intake remains unaffected. A programme of media communications and promotion of this area of business is being developed by the Command and Internal Communications to support the advertising and recruitment to these roles.

### **4.1.2 Athena Development Team**

The establishment of this team has been brought forward from August and September (Ch/Insp post and PCs) to April, to ensure continued oversight of the team and corporate engagement with partners with the planned upgrade and improvements to the system; and continuity of support to the broader workforce in the effective and efficient use of the system.

### **4.1.3 Surveillance Team**

The Sgt post for this growth has been brought forward for implementation from January to April to facilitate the retention of a suitable officer in role, previously funded temporarily, who will also provide support for the recruitment of the remaining growth which has been advertised. This remains as January for planned implementation, due to the extensive recruitment processes involved.



#### 4.1.4 Driver Training Growth

This growth area has been adjusted to alter the growth post from a Constable to a Sergeant post. The amendment was required to provide appropriate supervisory oversight and management of the team and to ensure the quality assurance of standards and training provision, as well as increase training capacity.

### 5.0 Current Work and Performance

The Force Growth Programme is currently working 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.

A proportion of the growth relates to existing structures, and therefore focus has been on discussing and confirming the specific geographical locations of growth to be recruited; and assessing any wider impact that planned growth may have in respect of estates and transport services.

As a result of the positive start mentioned above, recruitment has been successfully completed in the following 6 officer and 2 staff areas of growth in April:

- Additional Federation Officer
- Missing Person Prevention Sergeant
- Crime Prevention Strategy Inspector
- Athena Team
- Data Protection Compliance PC
- Specialist Dog Handlers
- Specials Constabulary Development Team
- Fleet Vehicle Collection and Delivery staff

Whilst recruitment continues, the following areas already have successful applicants identified to fill those posts to be recruited to during May:

- Serious Violence Sgt posts
- Firearms Instructors
- DA Problem Solving Team Sgt posts
- Major Crime

- OCG Management Unit
- Data Protection Compliance PC
- Taser and PST Sgt post
- Driver Training Sgt post
- Disruptor Team posts
- Financial Investigator Supervisor (staff)

## **5.1 DPA Disruptor Teams**

The creation of locally based Disruptor Teams in each of the Local Policing Areas consisting of a Sergeant and a team of Constables, will strengthen and enhance the proactive capability of Essex police to target the most prolific offenders harming our communities, but also to target emerging and developing issues at the earliest opportunity. The identified posts for May completion have all been successfully recruited to, allowing these teams to go live in each of the Local Policing Areas mid-May once an induction and training package has been completed.

Additionally the majority of the posts due for implementation in September have also already been selected to, with the few outstanding posts (6 FTE) to be advertised in the coming months once the initial teams have bedded in.

## **6.0 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 had been affected during the 2019/20 and 2020/21 Growth Programmes. Whilst in a Major Incident caused by the global pandemic, compliance with social distancing rules and regulations continues to have an impact in this area. However the recruitment timeline and proposed implementation timeline seek to manage this in a staged approach, minimising the potential continued impact from the pandemic.

## **6.1 Risks/Mitigation**

The ongoing impact of the Coronavirus pandemic on the delivery of policing services, and business as usual continues 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.

Challenges still remain in recruiting to detective roles and certain complex/specialist posts, as does the challenge of bringing staff into the organisation according to recruitment timescales. These risks are mitigated by the detailed forward planning and identification of milestones to be achieved as part of the implementation timelines, which are shared with HR and growth bid leads.

The membership of the growth checkpoint meetings has been revised to minimise duplication of communications between key stakeholders involved in the recruitment processes and ensure priority areas are identified and progressed with the appropriate support (Internal Communications, Vetting etc).

Additionally agreement has been obtained to increase the number of "Investigate First" cohorts to be implemented throughout 2021 and into 2022, which will run in parallel to the existing national ICIDP programme and intakes. This will strengthen the organisations ability to fulfil the Forces target for detective posts, including those created and completed as part of the growth programme in future years.

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

The deployment decisions for the 2021/22 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 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.