

**Police Fire and Crime Commissioner for Essex
Essex Police Strategic Board**

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Date Approved by Essex Police Finance Department	N/A

1. Recommendations

The Strategic Board is asked to note the update provided within this report. No specific recommendations are made at this time

2. Executive Summary

The 2021/22 Force Growth Programme is co-ordinating the additional investment by recruiting 184 more officers and 19 additional staff roles. 6 posts are allocated to the Regional Organised Crime Unit and will recruited to directly by the ROCU, they do not form part of this programme, leaving a total of 178 officer posts to be completed. These officer and staff posts are being invested in line with the investment plans outlined to the PFCC.

Within the first quarter of 2021/22, 49 of the 178 posts were successfully completed, equating to 27.5% of the total growth to be achieved. Within the second quarter (current), it is planned that a further 53 posts will be completed, equating to a further 29.8% of the growth. If achieved this would see 57.3% of total growth completed in the first half of the financial year.

In line with the current approved time line, and subject to successful completion of posts, another 42 posts will be completed in quarter 3 (23.6%) and the remaining 34 posts in the final quarter (19.1%) bringing the programme to a conclusion with all posts completed within the 2021/22 financial year.

Within the first quarter, 7 of the 19 staff posts were successfully completed, equating to 37% of the total growth to be achieved. 4 posts are planned to be completed in quarter 2 (21%), 5.5 posts in quarter 3 (28.9%), and the remaining 2.5 posts in the final quarter (13.1%).

The growth programme consists of 21 separate growth strands comprising the 178 officer posts and 10 separate staff growth strands. At present 8 of the 21 officer strands have now been completed, and 4 of the 10 staff strands.

3. Background (to include context, need, current Work and Performance, etc)

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 forms 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	
Total - National Police Uplift Programme 2021/22	132.00	-
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	
Total - Additional Police Uplift	52.00	
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
Total - Other Investment	-	19.00
Total Investment	184.00	19.00
Savings Programme		0.00
Net Officer/Staff Investment	184.00	19.00

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 initial timeline for sequencing was outlined at the Strategic Board on 11 March 2021. The current timeline (as amended) is set out below in **Figures 2 and 3**.

The following areas of growth have now been completed since the last report to the Board in June:

- Driver Training Instructor
- Taser and PST Instructor
- Financial Investigations Supervisor (staff)
- Vehicle Recovery Administrator (staff)

Recruitment into various roles has also been successful into elements of the following growth strands since the last report:

- Serious Violence Unit
- Tranche 1 of the Firearms Instructors
- DA Problem Solving Team
- Major Crime
- Serious and Organised Crime (Modern Slavery & Human Trafficking)
- Op Bluebird (Organised Immigration Crime)
- OCG Management Unit

21/22 Force Growth Implementation Timeline (ver 0.14)

											Police Officer Growth Plan													
POLICE OFFICER - Ranks											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	
Description/Heading - Investment in Officers	FTEs	Con	Sgt	Insp	Ch Insp	Supt	Ch Supt																	
4th Federation Officer	1		1									1											1	
PSD Investigations	5	4			1									1			4						5	
Serious Violence Unit	30	24	3	1	1	1						6	1		1	3	7		3			9	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												1	3	2			2				8	
Surveillance	9	8	1									1									8		9	
Serious & Organised Crime	4	2	1	1										1	3								4	
Op Bluebird	6	5	1									1		1		1	3						6	
OCG Management Unit (Intel)	4	3	1										1	1			2						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														7						7	
DAIT Proactive	14	14														10					4		14	
Specialist Dog Handlers	3	3										3											3	
DPA Disruptor Teams	35	32	3										18			11	6						35	
TOTAL	178	152	19	3	3	1	0					20	27	2	2	9	42	27	15	0	34	0	0	178

											Police Staff Growth Plan													
PSE - Scale/Grade											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	
Description/Heading - Investment in Staff	FTEs	sc 3	sc 4	sc 6	SO1	SO2	PO1	PO2	PO3	PO6														
Systems and Reporting Accountant	1.0							1											1				1	
SCD - HOLMES	4.0			2		2									3				1				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 (sc 6 - SO2)	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				0.5	
Fleet Vehicle Collection & Delivery	3.0	3										3											3	
TOTAL	19.0	3	1	5	1.5	2	1	1	1	0.5		6	1	0	1	0	3	0	3	2.5	0	2.5	0	19

A number of adjustments to the growth strands have been submitted for consideration to the Force Growth Board in previous months, whilst some have involved minor variances to the implementation timescales, those of more significance are set out below.

Investment Amendments/Updates

Professional Standards Department

Having moved the timeline previously to maximise interest through media engagement and broaden the opportunity to fulfil this area through external advertising, 10 potential candidates were identified for consideration and progression into the DC growth roles. Although recruitment processes are being expedited, these will not complete within the current timescales and therefore the implementation date has had to be deferred again to facilitate ongoing recruitment and completion of vetting processes.

The DCI post has been selected to, a release date is to be agreed which minimises operational and resilience impact on the departing Command (Serious Crime Directorate).

Serious Violence Unit

The growth into the Serious Violence Unit represents the second biggest strand of growth this year (after Disruptor Teams), but consists of multiple roles to be recruited to, creating complexity and challenges in phasing recruitment adverts and processes with other growth areas and business as usual recruitment. Whilst posts due for implementation in June and July have been recruited to, challenges in the completion of vetting clearance has led to these posts slipping on the timeline to August and September. Despite this, released dates have now been agreed for a number of these posts both in August and September, and vetting is being expedited to support completion of the outstanding candidates.

Serious & Organised Crime (Modern Slavery)

Originally planned for implementation in May, recruitment to the DC posts have proven challenging despite several advertisements being circulated. Candidates have now been selected and are subject of outstanding vetting clearance. The DS and DI posts have both been recruited to, with the DI post now being completed in August, but challenges relating to vetting clearance and backfilling the successful candidate for the DS post has meant that this had to be deferred to September for implementation.

Domestic Abuse Problem Solving Teams

Successful completion of the Sergeant posts was achieved by May, recruitment has been ongoing for the initial tranches of the Constable growth, however the broad range of growth posts available, has meant that successful fulfilling of this strand has been challenging, leading to slippage of the implementation timeline. Despite this, successful candidates have been identified for roles across the County and release dates are being finalised to meet the current timescale for September. Recruitment is ongoing to identify candidates for the next tranche to be completed in November.

Road Crime Team

Due to a need to revise and update the role profiles required for this growth prior to recruitment being commenced, the implementation timeline had to be moved, amalgamating the July and September tranches into a single implementation date of October. Adverts have now been released for this strand of growth and recruitment processes are underway.

DA Proactive Teams (Offender Management)

Similarly to the DA Problem Solving Teams, although recruitment has been progressed, with successful candidates identified for many of the roles, the breadth of posts advertised for completion, coupled with the challenges of vetting clearance and managing the movement of individuals across multiple teams and Commands, whilst retaining operational resilience, has led to slippage of the implementation timeline. Release dates are confirmed for several of the posts across the County, whilst recruitment is ongoing to identify candidates for the remaining posts to be completed.

LPA Disruptor Teams

11 of the remaining 17 posts for this area will be completed in September, bringing additional officers to these newly created teams who have already made a significant positive impact across their local areas. The remaining posts, whilst being actively pursued for completion, have been deferred by a month to allow suitable candidates to be identified and recruited.

4. Options and analysis (to include proposals, benefits, alternatives)

No options are being presented to the Board for consideration.

5. Risks and Mitigations

The primary risk to the Force Growth Programme is an inability to complete growth to the identified roles within the financial year (ending 31 March 2022).

To mitigate against this risk, oversight of progression of growth is undertaken on a monthly basis through the Force Growth Board, chaired by the Deputy Chief Constable, supported by the Resource Deployment Meeting, chaired by the Assistant Chief Officer of Human Resources, which seeks to balance business as usual resourcing priorities against those of the Force Growth Programme.

Vetting and the completion of revised or upgraded vetting status clearance for those moving into growth posts remains a challenge to the expedient movement of individuals into roles and completion of growth strands. To mitigate this, a member of the Vetting team now attends a monthly checkpoint meeting to provide dedicated updates on vetting progression and to be advised of current and planned growth implementation in accordance with the implementation timeline.

Furthermore, the Resource Deployment Meeting has provided “delegated authority” to HR Recruitment to facilitate officer moves, outside of planned monthly meetings, where

vetting has been completed and approved, allowing the team to expedite the transition of individuals in a more flexible and responsive manner.

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 within Commands to ensure advertisement of roles and timely recruitment processes are coordinated accordingly.

Furthermore, the membership of the growth checkpoint meeting 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).

Agreement has also 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.

6. Links to the Police and Crime Plan

The deployment decisions for the 2021/22 Growth Programme have been in accordance with and aligned to the PFCC Police and Crime Plan.

A significant proportion of growth has been aligned to Priority 1, to provide more local, visible and accessible policing, and Priority 2, to deal with Anti-Social Behaviour (ASB) in the form of the Disruptor Teams growth.

Further commitment to support Priority 3, breaking the cycle of Domestic Abuse (DA), is provided by the growth into both proactive resources and the establishment and embedding of the new Domestic Abuse Problem Solving Teams (DAPS).

The growth into the newly established Serious Violence Unit continues to focus our sustained effort to deal with Gangs and serious violence in line with Priority 4.

The uplift in a number of differing teams; namely Surveillance, Major Crime, Op Bluebird, the Modern Slavery and Human Trafficking Team and broader Serious and Organised Crime, and the creation of a dedicated intelligence function for Organised Crime Groups (OCGs), evidence our intent to continue to disrupt and prevent organised crime as set out in Priority 5.

Our growth into the MOSOVO teams and missing persons seeks to further enhance our capability and resilience in protecting children and vulnerable people in line with Priority 6.

The creation of an additional Road Crime Team will further focus on efforts to deny criminal use of the road network and improve road safety in accordance with Priority 7.

7. Financial Implications

Reporting of the financial costs of the Force Growth Programme are also completed monthly to the Force Growth Board. The last reporting update was to the August Board, where the following summary was provided (see **Figure 4** below).

The breakdown provided covers the current budget planning and progress in respect of the Police Uplift Programme, Force funded posts and staff posts.

This indicates that despite variations to the original budget plan, as a result of the early bring forward of a number of posts, the alteration of the Driver Training post from a Constable to Sergeant rank and the deferring of a number of posts for implementation as referred to above, the Force Growth Programme currently remains on budget overall.

It is anticipated that the staff budget underspend will increase in year, due to the deferral of a number of the SCD related growth until the 4th quarter, as directed by Chief Officers. This is to allow continuing work with Kent police to ensure parity of funding and post provision within this collaborative Command. This is subject of continual oversight by Finance, and through the Force Growth Board.

<u>SUMMARY OF FORCE GROWTH 2021/22</u>	<u>PUP GROWTH - 126 FTE</u>			<u>PUP GROWTH ROCU- 6 FTE</u>			<u>FORCE FUNDED GROWTH - 52 FTE</u>			<u>FORCE FUNDED GROWTH - 19 FTE</u>		
FORCE GROWTH INVESTMENT - 2021/22	OFFICERS	IN YEAR OFFICERS	FULL YEAR OFFICERS RECURRING	OFFICERS	IN YEAR OFFICERS	FULL YEAR OFFICERS RECURRING	OFFICERS	IN YEAR OFFICERS	FULL YEAR OFFICERS RECURRING	STAFF	IN YEAR STAFF	FULL YEAR STAFF RECURRING
	FTE	£	£	FTE	£	£	FTE	£	£	FTE	£	£
ORIGINAL IMPLEMENTATION PLAN (V0.04 COG JAN 2021)	126.0	3,463,699	5,214,759	6.0	415,002	415,002	52.0	2,025,932	2,716,009	19.0	529,057	646,052
PLAN 0.13 FORCE GROWTH BOARD - AUGUST	126.0	3,322,852	5,214,759	6.0	415,002	415,002	52.0	1,942,579	2,727,253	19.0	402,451	618,526
VARIANCE TO ORIGINAL PLAN	0.0	(140,848)	0	0.0	0	0	0.0	(83,353)	11,244	0.0	(126,606)	(27,526)
FORCE GROWTH INVESTMENT - 2021/22	OFFICERS	IN YEAR OFFICERS	FULL YEAR OFFICERS RECURRING	OFFICERS	IN YEAR OFFICERS	FULL YEAR OFFICERS RECURRING	OFFICERS	IN YEAR OFFICERS	FULL YEAR OFFICERS RECURRING	STAFF	IN YEAR STAFF	FULL YEAR STAFF RECURRING
	FTE	£	£	FTE	£	£	FTE	£	£	FTE	£	£
PLAN 0.11 FORCE GROWTH BOARD - JULY	126.0	3,391,174	5,214,759	6.0	415,002	415,002	52.0	1,964,162	2,727,253	19.0	457,599	618,526
PLAN 0.13 FORCE GROWTH BOARD - AUGUST	126.0	3,322,852	5,214,759	6.0	415,002	415,002	52.0	1,942,579	2,727,253	19.0	402,451	618,526
VARIANCE TO PREVIOUS FORECAST	0.0	(68,322)	0	0.0	0	0	0.0	(21,583)	0	0.0	(55,148)	0

8. Legal Implications

There are no currently identified legal issues relating to the Force Growth Programme. No legal advice was sought in the production of this report.

9. Staffing Implications

There are no currently identified staffing issues relating to the Force Growth Programme. Any issues which may arise are escalated to and reported upon at the Force Growth Board as a business as usual process.

10. Equality and Diversity Implications

Each strand of recruitment is co-ordinated and supported through Human Resources (HR) to ensure fair and impartial selection processes are adopted.

Specific focus has been directed to ensure that new roles created through growth have been subject of an assessment for the suitability of adjusted duties officers, to maximise the opportunity for such officers to be considered as part of the recruitment process.

Additionally, roles/teams created which may be perceived to be male dominated arenas (Disruptor Teams, Surveillance), have been proactive in their recruitment advertising and processes to encourage underrepresented applicants and positively consider and accommodate flexible working applications.

11. Police Operational Implications

The increase in service demand brought about by the relaxation of social distancing regulations, coupled with the expected increases through summer demand, and abstractions during the holiday period, have placed challenges on the Force Growth Programme to release officers to new roles during this time, whilst maintaining operational resilience across the County. Specifically, the introduction of Operation Union, to meet specific challenges identified in relation to policing Southend on Sea, has meant increased officers numbers being deployed on a daily basis.

Operational policing requirements will always take precedence in ensuring that the Force plan is met, and deployment of officers to growth roles is carefully considered and managed through the Resourcing Deployment Meeting with these priorities in mind.

The original timeline sought to avoid the month of August for post implementation, with a larger overall tranche planned for July. However the challenges as highlighted earlier in this report leading into the summer period and the impact on the Force Growth Programme has now been captured as learning going forward into the 2022/23 growth programme planning, where the summer months will be avoided for planned implementation of posts next year.

12. Governance Boards

As previously mentioned within this report the Force Growth Programme is governed and overseen by the Force Growth Board on a monthly basis, chaired by the DCC. This is supported by the Resource Deployment Meeting, also held monthly, which is chaired by the Assistant Chief Officer of Human Resources.

Further oversight is also provided through consideration of Force Growth matters at Chief Officer Group (COG) as required.

13. Future Plans (long-term strategic direction)

In line with the broader budget setting planning for 2022/23, work has commenced to develop plans for growth proposals in line with next years' Police Uplift Programme. Bid proposals have been submitted and these are currently being reviewed, refined and subject of quality assurance for further development and discussion by Chief Officers.

14. List of background papers and appendices

No additional papers or appendices are provided with this report.
