

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

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Chief Officer	DCC Andrew Prophet
Author on behalf of Chief Officer	C/Insp Jamie Gingell
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1. Recommendations

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

2. Executive Summary

The 2021/22 Force Growth Programme has been co-ordinating the additional investment to recruit 184 more officers and 19 additional staff roles. 6 posts were allocated to the Regional Organised Crime Unit and will be 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 have been 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, 43 of the planned 53 posts were completed, equating to a further 24.1% of the growth. In the third quarter 31 further posts were completed equating to 17.4% of the growth out of the planned 51 posts. In the final quarter 40 of the remaining 55 posts to be achieved were completed within the 2021/22 financial year.

In line with the current timeline, this left 15 remaining posts to be completed at the end of 2021/22 financial year.

At the time of writing there are 13 posts yet to be filled across 5 areas of growth. This means that 165 of the 178 posts have been completed, equating to 92.7% of the overall growth.

Within the first quarter, 7 of the 19 staff posts were successfully completed, equating to 37% of the total growth to be achieved, with another 3 being completed in quarter 2 (15.8%) and 5 posts completed in quarter 3 (26.3%). Of the remaining 4 posts planned for completion in the final quarter, 1 was successfully finalised, leave 3 FTE posts to be achieved at the end of the financial year. These are being progressed within the 2022/23 financial year. A total of 16 posts from the planned 19 have been completed, equating to 84.2% of the overall staff growth.

The plans to complete the outstanding growth, are detailed at page 6.

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.

Figure 1 sets out the approved growth which forms part of the 20,000 uplift. 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.

Figure 1: 2021/22 growth

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 current timelines for Officer and Staff growth are set out below in **Figure 2**.

Figure 2 – Officer and Staff Implementation Timelines

21/22 Force Growth Implementation Timeline (ver 0.21)											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	Post-March-22	Totals			
Description/Heading - Investment in Officers	FTEs	Con	Sgt	Insp	Ch Insp	Supt	Ch Supt																				
4th Federation Officer	1		1																						1		
PSD Investigations	5	4			1									1			4								5		
Serious Violence Unit	30	24	3	1	1	1								6	1		2	3	5	2	3	1	6	1		30	
Firearms Training Uplift	6	6													3									2	6		
Missing Person Prevention Sgt	1		1											1											1		
MOSOVO	14	14																1				1	5	2	2	14	
Crime Prevention Strategy Insp	1			1										1											1		
DA Problem Solving Team	22	19	3											1	2				4	2	3		2		7	22	
Major Crime	8	8															1	3	2	1	1				8		
Surveillance	9	8	1											1									1		7	9	
Serious & Organised Crime	4	2	1	1															1	2	1				4		
Op Bluebird	6	5	1											1		1			1	2	1	1			1	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	5	1	1																1			4	1	7		
DAIT Proactive	14	14																	3	3	2		2	4	14		
Specialist Dog Handlers	3	3												3											3		
DPA Disruptor Teams	35	32	3												18				11	2		2	2		35		
TOTAL	178	151	19	4	3	1	0							20	27	2	3	9	31	13	14	4	23	3	14	15	178

21/22 Force Growth Implementation Timeline (ver 0.21)											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	Post-March	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													2	1		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 -)	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	2	1	0	4	0	0	1	3	19

At the closure of the financial year on 31st March 2022, a number of growth strands could not be fully completed, these are set out below with the rationale as to why this was not possible.

Outstanding Areas of Growth

There are 13 officer posts and 3 staff posts to be completed as set out below.

Officer Posts

National Firearms Instructors

The remaining 2 posts for this tranche were deferred for completion in order to maintain operational resilience from the releasing team, and due to a delay in the availability of pre-requisite courses to allow the candidates to effectively take up the role.

These posts will be completed at the earliest opportunity within the 2022/23 financial year once dates for the required courses are known.

MOSOVO

There are 2 posts which could not be completed within the financial year. One post has a transferee allocated to it, who is still progressing through the recruitment process; the other post is vacant due to a withdrawal of candidate, the Command are actively seeking a replacement to fill this role as soon as possible through additional internal advertising.

Domestic Abuse Problem Solving Teams

There is 1 outstanding post to be completed, which is to be filled by a transferee who is still moving through the process. Once completed they will be posted into role at the earliest opportunity.

Surveillance

Despite the movement of the bulk of this growth to March, a successful transferee has been accepted into the role and took up their post in January. This leaves 7 posts left to be filled, with candidates still being progressed through the various courses to be completed at this time. As candidates successfully complete all elements, they will be posted into role.

Op Bluebird/Organised Immigration Crime

The last post for this strand has an identified candidate however they have outstanding vetting. Once this is complete the individual will be posted into role.

Staff posts

Systems Reporting Accountant

The applicant for this role was subsequently deemed not suitable during the recruitment process, and the post has had to be readvertised.

SCD – Investigative Powers

The outstanding posts under this strand were deferred pending confirmation of joint funding by Kent police. This has now been obtained for 1 FTE post and these posts are actively being advertised and recruited to within the 2022/23 financial year. The remaining 0.5 FTE post cannot be match funded by Kent police, so will be delimited and submitted for inclusion in this year's savings plan.

Clinical Governance

This post was deferred from recruiting to as it became part of a wider structural change business case from the Command. This change case has now been approved and recruitment will be progressed as part of the wider restructure within the 2022/23 financial year.

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

No options are being presented to the Board for consideration.

5. Risks and Mitigations

The risk to completion of the Surveillance team growth has been monitored throughout the financial year by the Command and the Board to ensure that every opportunity has been maximised to identify candidates, and secure places on the relevant National courses. The limitation of courses run and places available and the relatively high failure rate of these courses has meant this remains an ongoing process, with the Command awaiting notification of further courses being created for the 2022/23 year. The challenges identified with this growth are not unique to Essex and are replicated in other Forces nationally.

HR Recruitment continue to use the delegated authority provided to them 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.

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 is completed bi-monthly to the Force Growth Board. **Figure 3** sets the most recent costs of the Force growth programme.

Slippage in the implementation timeline for new posts throughout the year led to in-year budget variations. The underspend was utilised for one off funding opportunities in year to support various operational requirements. For example (not exclusively):

- Supporting the expedient execution of outstanding POLIT warrants against online abuse offenders
- Op Warren – supporting proactive activity to locate, arrest and prosecute Domestic Abuse offenders
- Op Nightshade – supporting proactive activity to locate, arrest and prosecute high harm and violence offenders
- Op Aidant – supporting policing investigative and safeguarding activity as part of the national response to Modern Day Slavery and Human Trafficking

Figure 3 – Financial reporting of 2021/22 Force Growth

<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 0.21 FORCE GROWTH BOARD - MAY	126.0	2,816,815	5,214,759	6.0	25,899	415,002	52.0	1,721,706	2,752,235	19.0	294,338	618,526
VARIANCE TO ORIGINAL PLAN	0.0	(646,885)	0	0.0	(389,103)	0	0.0	(304,226)	36,226	0.0	(234,719)	(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 0.20 FORCE GROWTH BOARD - FEBRUARY	126.0	2,857,723	5,214,759	6.0	25,899	415,002	52.0	1,726,023	2,752,235	19.0	297,157	618,526
PLAN 0.21 FORCE GROWTH BOARD - MAY	126.0	2,816,815	5,214,759	6.0	25,899	415,002	52.0	1,721,706	2,752,235	19.0	294,338	618,526

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 Efficiency and Savings and 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.

The Diversity, Equality and Inclusion Strategy forms an underpinning consideration throughout the management and progression of the growth programme, and activity undertaken in support of it.

11. Police Operational Implications

The increase in service demand brought about by the “Stop Oil” protests, coupled with the increases relating to a return to normal societal activity, have placed challenges on the Force Growth Programme to release officers to the final outstanding roles during this time, whilst maintaining operational resilience across the County.

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 minimise implementation in the month of December, with planned and deferred implementation being moved to January, which in the main has been achieved. The original timeline also sought to avoid March due to the proximity to the end of the financial year and commencement of the next growth programme in the April. However the challenges as highlighted earlier in this report leading to the impact on the Force Growth Programme has meant that slippage has been moved to maximise the available time in year to complete as much of the remaining growth as possible, leading to the current remaining 13 outstanding posts. This has 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 as far as is practicable.

12. Governance Boards

As previously mentioned within this report the Force Growth Programme is governed and overseen by the Efficiency and Savings and Force Growth Board on a bi-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)

Detailed plans have and continue to be developed for the 2022/23 Force Growth Programme and the substantial increase in both officer and staff numbers in the next financial year. This includes the assessment and prioritisation of specific growth strands in accordance with Chief Officer objectives and the Force plan as set out in the budget letter; the detailed refinement and quality assurance of proposed new functionality; the geographical and logistical plans for structured implementation of all growth throughout the year, and coordination with interdependent work strands such as the planning and completion of promotion processes.

Separate reporting of the 2022/23 Force Growth Programme and its progression will commence in this financial year period.

14. List of background papers and appendices

No additional papers or appendices are provided with this report.
